

CANADA'S WEEKLY NEWSMAGAZINE

# Macleans

SEPTEMBER 30, 1998

**EXCLUSIVE**



## VERNON'S REVENGE

A general calls on Jean Boyle to resign

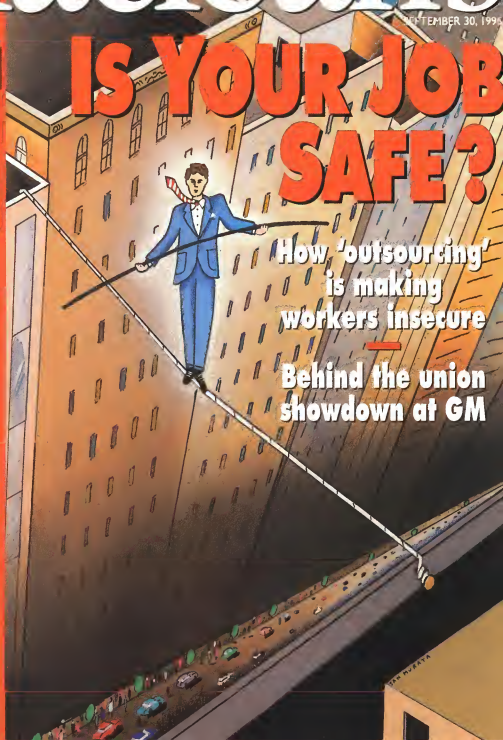
## UNKINDEST CUTS

The last gasp of the old CBC

# IS YOUR JOB SAFE?

How 'outsourcing' is making workers insecure

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Announcing a reduction of \$127 million, network president Peter Beatty said there will be sweeping changes—and up to 2,500 jobs will go by 1998





# French Accents

## September 16 to October 12

Discover the flavor of France at your local LCBO wine. Sample wines, spirits, beer and food from Bordeaux, Burgundy, Langedoc and the Rhône Valley. Pick up a free booklet of recipes and entertaining tips and enjoy the taste of France at home.

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Please Drink Responsibly  
See us for the latest on why French is in vogue

## The Mail

adapt? I am now a thirtysomething who recruits and trains similar young adults. The lack of business skills and common sense I sometimes see demonstrated is astounding. Should a business be forced to finance programs that compensate for family or educational shortcomings? No way. The state has its opportunity to tax schools. But what's wrong there, don't add another level of bureaucracy.

Doris Kornblith  
Riverside

## Cable competition

I read with interest your article stating that about 150,000 Canadian households are tuning into U.S.-based direct-to-home satellite services, somewhat illegally ("Dishin' it out," Backpage, Sept. 10). This indicates that Canadians want a good selection of quality entertainment that the present cable companies don't supply. I want to make it clear that I am a proud Canadian and very pro-Canadian. I operate a small business that exports 90 per cent of the products that we manufacture. We can do this because our products are good and competitively priced, not because we are Canadian. I wish the cable industry was allowed to operate under the same rules as

Michael Jones  
St. Thomas, Ont.

## Taking the rap

So, Prime Minister Jean Chrétien is not responsible for the speeding of his RCMP drivers as they sped to his summer residence ("A go-slow order for Chrétien's drivers," Opening Notes, Sept. 5). His Chrétien been taking lessons in the responsibility of commanders for the actions of their subordinates from Gen. Jean Boivin, or has Boivin been taking lessons from Chrétien? Fine then both. Authority entails responsibility.

Stephen M. Adams  
London, Ont. K1

# The Road Ahead

## The community as classroom

Despite the United Nations' recognition of Canada as the most desirable country in the world in which to live, there are a variety of barriers that need to be overcome to maintain that status. Canadians cannot take for granted the privileges of freedom and the opportunity for personal growth and prosperity. Understanding and co-operation among all cultural groups is key to national unity. Education is perhaps the only remaining institution that can influence the values and intent of the next generation to create a better Canada.

The elementary grades provide the foundation of love of country and understanding of the multicultural and ethnic fabric of Canada. Secondary schools currently offer cultural exchanges, travel opportunities, music festivals, academic competitions and other extracurricular opportunities to study and meet Canadians from across the nation. Dedicated and enthusiastic teachers become catalysts to foster ties of co-operation and friendship. Through my experiences in education in a variety of elementary, secondary and postsecondary settings, I have encouraged and assisted students in their desire to learn outside

their own school community. Students learn enthusiastically with a greater awareness and depth.

Unfortunately, these opportunities are offered only to a minority of privileged students, chosen through a select competition. Is it possible for secondary schools to provide all students with learning experiences that will create an awareness of life beyond their school?

Currently educational policy-makers are discussing the value of including a service component as part of the requirements for secondary school graduation. That would make each student a positive force in his or her community. The intrinsic value of such a program can only be undervalued as youth experience the personal growth, joy and self respect, while, through volunteer work, the needs of others are placed before their own interests. Each student would learn that he or she has a part to play in building a great nation. They would experience the value of service—that it is through giving that we truly measure. Imagine the awesome power of the youth of our nation unleashed in a creative exploration of goodwill!

The Road Ahead invites readers to advance quality solutions in Canada's political, social and economic problems. Unpublished contributions may be submitted as regular letters or appear as an alternate feature board.

Michael Fredericksen,  
Toronto

## Computer error

A few corrections to R.T. Zienbach's letter are in order ("A balancing act," Sept. 5). First off, the Fabrik Intelligence Agency's Russian spy satellite in the news passed it on to the British. They did not invent it. Second, the first digital computer was invented by Charles Babbage, an English mathematician, during the early 1800s. It was purely mechanical, but it still had a

memory, a computational unit, input through punch cards and printed/punched cards. The first true electronic digital computer was the Colossus, built in secret by the British government and operational in 1943 intercepting radio signals from Germany. Its development was designed by Thomas Jefferson, who was an amateur scientist as well as a U.S. president.

Sharon Zienbach,  
Cambridge, Ont.

# Maclean's

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# Maclean's

Canada's Weekly News Magazine

## EDITORIAL UPDATE

### Maclean's Backpack

Backpack is a monthly report on personal health, life and leisure. It explores the latest in sports, fitness, travel and adventure. Maclean's Backpack also features individual stories including healthwatch, Technology and Collector - listing the upcoming events and festivals across the nation. Stay on track with Maclean's Backpack.

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## Maclean's TV

inspired and produced by Pamela Wallin, Maclean's TV explores the stories running in the next issue of Canada's Weekly Newsmagazine. With thoughtful interviews, expert analysis and thought-provoking reports, Maclean's TV is television worth watching. CMC Newsweek Sun, 9:30 am and 6:00 pm ET/PT. With Mac, 11:00 am and 6:00 pm, Tues. 7:30 pm, Thurs. 6:30 am and 3:00 pm ET.

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## LETTER FROM THE PUBLISHER

We received complaints from our readers concerning the United Colors of Benetton advertisement that appeared in the Sept. 23 issue. It was not our intention to upset our readers and we sincerely regret any offence that may have resulted.

*John Douglas*  
John Douglas  
Publisher

# MICHAEL DOUGLAS VAL KILMER



PREY  
FOR  
THE  
HUNTERS

# THE GHOST AND THE DARKNESS

ONLY THE MOST INCREDIBLE PARTS OF THE STORY ARE TRUE

CONFESSION: THE MAKING OF A FILM BY STEVEN BLUMENFELD

MICHAEL DOUGLAS, VAL KILMER, "THE GHOST AND THE DARKNESS"

"I'M A GHOST AND I'M A DARKNESS"

MICHAEL DOUGLAS AND VAL KILMER

"I'M A GHOST AND I'M A DARKNESS"

"I'M A GHOST AND I'M A DARKNESS"

OCTOBER 14 THEATRES EVERYWHERE

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## Another View



## Charles Gordon A publisher out of sync with the times

If E. D. Whitehead had died 30 years earlier, the funeral would have been at the Anglican cathedral and the Anglican cathedral would have been packed. The mayor of Brandon would have been there, the members of Parliament, the premier of Manitoba and the entire staff of the Whitehead family newspaper, the *Brandon Sun*. There would have been eulogies after eulogies, praising Whitehead's accomplishments as the owner of one of Canada's premier small newspapers and one of its few remaining independent ones. Speakers, including prominent representatives of the newspaper industry, would have lauded his courage, his generosity. But the *Brandon Sun* hadn't been Whitehead's paper for the past 10 years, and he had largely dragged out of sight. The service, on Aug. 30, was at the funeral home.

About 300 people were there, none at first glance, and the paper was largely represented by veterans, bolstered by a good contingent of longtime workers from the composing room. There were no eulogies, aside from a brief attempt by the minister, who said that Lew had known triumph and tragedy, joy and sorrow, etc., etc.

It was a sad and somber ending. Under Lew Whitehead, the *Brandon Sun* had not only prospered in the community but earned respect outside, including awards for both design and content. More important, it began the careers of young writers who would go on to make great contributions to Canadian publications. The newspaper of Canada, both daily and weekly, are full of men and women who not only learned their journalism but their love of journalism at the *Brandon Sun*.

Lew Whitehead grew up preferentially admiring William Allen White of *The Emporia Gazette*, a little American paper with a big voice. Lew Whitehead wanted his newspaper to be like that. So he did a mere thing: he spent money on his paper. The *Sun* may have only had a circulation of 14,000, but it had modern equipment, a high ratio of offices to advertising, and its managers travelled all over the continent attending conferences and training seminars. The size of his newsroom staff was large by Canadian standards. As I know from almost 10 years at the *Sun*, Lew trusted that staff, despite its youth.

It is an axiom of small-city newspaper life that you can't avoid running into the people you write about. That requires a special type of courage in the publisher, whose friends and fellow pillars of the community are those most likely to be angry at him. Anyone who worked for Lew Whitehead can remember instances in which the local establishment was incensed over some news decision or editorial stand the paper had taken. And they remember that Lew always endured the attacks and backed up his staff. Later, some of those journalists would move on and discover how truly rare that quality was.

It is another axiom of newspaper life that no paper is as well liked as town as it is out. In town, few people are equipped to make the comparison between the local rag and those of comparable size in other cities. The newspaper community certainly knew about the *Brandon Sun*. George Barn in this magazine once saluted the *Sun* as "the Cadillac of small dailies." The editors of larger dailies, particularly in Winnipeg, also showed they knew by recruiting *Sun* writers. A few days after Lew's funeral, one of his former advertising managers was recalling what it was like to attend newspaper conventions with Lew and watch industry people almost paying court to this guy from a little town none of them knew.

In the Whitehead newspaper family, Lew's older brother Joe was the heir apparent. But he died in the postwar polio epidemic and the burden, as well the opportunity, became Lew's. He handled his way past a severe case of shyness to assert his leadership and his views of what a small-city newspaper should be. He dressed better than anyone in town and travelled widely. But when he returned from New York City or Los Angeles, it was always with an idea for something to help the newspaper or the town be better. Unlike the absentee publishers who dominated the industry, he was as proud of his community as he was of his newspaper. He wanted each to be worthy of the other.

Lew Whitehead always cherished the independence of his newspaper and took pride in it. The next year, he sold the paper to the *Brandon Sun* and its publisher, a man named A. J. Macdonald. What changed him was being brutally attacked in 1986 by two men one evening as he took his dog for a walk on Brandon's peaceful streets. The knife wounds nearly killed him, and they probably killed his spirit. The next year, he sold the paper to the *Brandon Sun* and its publisher, a man named A. J. Macdonald. What changed him was being brutally attacked in 1986 by two men one evening as he took his dog for a walk on Brandon's peaceful streets. The knife wounds nearly killed him, and they probably killed his spirit. The next year, he sold the paper to the *Brandon Sun* and its publisher, a man named A. J. Macdonald.

The *Sun* has followed the expected pattern. It is no worse now than other papers of its size, but no better either. It is like any of the hundreds of small-city newspapers in North America whose owners live elsewhere.

Those owners—and not just of the chain in question—believe they perform a valuable public service in protecting small-city newspapers from extinction. They may even be right. But there remains the problem of local identity—the touches that make one newspaper different from another; the elements that let you know what city you're in when you pick up the paper; the components of a newspaper's soul. The biggest challenge for any community is to resist the forces that would make it like any other community. Travel across the country reading the newspapers, watching the TV stations and visiting the shopping centres, and you realise how very depressingly alike we can all be.

# Opening Notes

Edited by BARBARA WICKHAM

## The politics of charity in Quebec

In Quebec, it seems everything is politics, from the quality of Jean Chrétien's French to the signing of the Canada-U.S. Free Trade Agreement. Now, a heated debate has erupted over the money raised to help the 15,000 victims of the Saguenay flood disaster. Within hours of the flood waters receding, the Canadian Red Cross launched a national appeal aimed at raising

\$2 million. But *CanadaNow* responded with counter-offering generosity, and the final amount has now topped \$22 million, making it the largest campaign in the agency's 100-year history. And how much of that was donated outside Quebec? Regina Segala, director of the Quebec division of the Red Cross, which is handling the Saguenay fund, says he doesn't know, citing the complexity and difficulty of preparing a regional breakdown.

To critics in the federalist camp, that raises the spectre of overplay. "Tactless blarney over the radio," writes Montreal



After the flood, a debate over funds

Stéphane Lalonde, picking up on the sentiment "The dollar amount, be it \$22 million, might have shown that Canadians outside Quebec still consider this province and its people very much part of that country." Segala, however, draws the Red Cross's playing politics. "Never did we expect the campaign to be so successful," he explains. "And we don't want to spend money on that topic, we want to use it for what it was given for: to provide humanitarian aid."

## In whose best interest?

Announcing the findings of a Royal Bank study, chief economist John McCallum said last week that Ottawa could generate 130,000 jobs in two years if it would only cut the Bank of Canada rate by one percentage point. A case of the pot of gold, calling

## Fallows on the firing line

In his book, *Breaking The News: How the Media Undermine American Democracy*, U.S. media critic James Fallows accused celebrity journalists of contributing to the decline in respect for their craft. Some journalists, Fallows wrote, "set out offshoots with the real world." He singled out Bennett Y. Roberts, a political writer at *U.S. News and World Report*, and his wife, Cohen Roberts of ABC-TV, for collecting millions in speaking fees. But now Fallows is himself being watched closely by the media. That is because he took over this month as editor of *U.S. News and World Report*, the third-largest weekly news magazine in the United States. One of his first moves: firing Roberts. He also replaced seven top editors at the Washington-based publication and plans to publish the outside opinions of the magazine's writers and editors, including his own. It is a daring move—fewer who move voluntarily into a place like this.



Brown: 'The thought drives me crazy'

## A male voyage

"Don't get me wrong. I love my wife and child. They seem more important than anything else I've done. But being here to them for the next 20 years? The thought drives me crazy."

With these words, Toronto journalist Ian Brown opens *Man Overboard*, a TV documentary about his exploration of what it means to be a man in the 20th century. Based on his 1994 book of the same name, the 80-minute show takes Brown on a road trip across North America as he meets all types of men, from a penniless with three wives to a scotch aristocrat. But when the Ontario public broadcaster TVO airs the documentary on Oct. 2, it will add a twist—female writer Johanna Schreier, Brown's wife. She will be part of a live, all-female, phone-in panel discussion after the show. "I address men's issues," says Schreier, about her decision to participate. "Besides, I'm constantly asking people to tell me about their lives and it only seemed fair that I be prepared to do the same."

## Speaking of a distinct society

When it comes to writing and speaking English, Canadians are not just American or British with a few verbal ticks, such as tagging on "eh" at the end of the sentence. Any remaining doubt on that matter should be eliminated with the publication this week of the 1,738-page *ITP Nelson Canadian Dictionary of the English Language*. Its 150,000 entries include not only Canadianisms, but many words that, on their own in conversation, have a specifically Canadian connotation—"fishy" isn't "suspicious" and "miling" is "vacationing." One of the dictionary's contributors, University of Toronto linguist Peter Burch, says many words now in popular use in Canada have filtered out from specific domains, such as hockey terminology. "You find a lot of hockey terms," Burch notes. (For instance, "sloke" is a form of champagne.) He adds that the Canadian systems of government and law have contributed their fair share to the language, producing such specifically Canadian phrases as "read allowance" and "no further board."

Many entries also cover from Canada's regional. In the west, for instance, a "buckle" is a narrow strip of water leading to a harbor, while in the Far North, "uludro" is a contraction of utility corridor. In Ontario, says Burch, local drivers know that the best fix for "advanced crown when flushing" means that they can turn left at an intersection when the green light is flashing. "But it means 'buck', nobody else has a clue what it means."

## For the love of an anachronistic art

Calgary artist Jeffrey Barstien is the age of pop culture, but his artwork belongs to the medieval world. He has spent hundreds of hours over the past 15 years dressed in armor and participating in mock battles as one of the 100 members of the local chapter of the quasi-secret Society for Creative Anachronism. In his studio



## BEST-SELLERS

### FICITION

1. *After Love*, Margaret Atwood (1)
2. *Survivor*, Tim O'Brien (2)
3. *See No Evil, Hear No Evil*, Michael Chabon (3)
4. *The Collector*, Stephen King (4)
5. *The Thin Red Line*, James Michener (5)
6. *The Last Days of America*, John Grisham (6)
7. *See No Evil, Hear No Evil*, Michael Chabon (7)
8. *The Last Days of America*, John Grisham (8)
9. *The Last Days of America*, John Grisham (9)
10. *The Last Days of America*, John Grisham (10)

### NONFICTION

1. *After Love*, Margaret Atwood (1)
2. *Survivor*, Tim O'Brien (2)
3. *See No Evil, Hear No Evil*, Michael Chabon (3)
4. *The Collector*, Stephen King (4)
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10. *The Last Days of America*, John Grisham (10)

A picture and words: *Survivor* by Tim O'Brien

## Life of an art historian

### BOOKS

*I'm Becoming Myself: A Memoir*, scholar Walter Dill Scott, who divides his time between Cambridge, England, and down Island B.C.—chronicles his life. From his early days as an impoverished

ladder child, "I spent years on to become one of the great art historians and teachers of Canadian art."

*Survivor* by Tim O'Brien

*See No Evil, Hear No Evil* by Michael Chabon

*The Collector* by Stephen King

*The Thin Red Line* by James Michener

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*The Last Days of America* by John Grisham

# Passages

**DIED:** *Spies Alike*, 77, Richard Nixon's long-lost vice president who resigned in disgrace over a scandalous scandal of lies, in a Berlin hotel. (Toronto) Among Agnew's more colorful phrases were his remarks on the media as "rotating rotators of negativity" and "hopeless hyacinths of hypocrisy and history." Another time, he quipped: "To some extent, if you've seen one city slum, you've seen them all." Agnew had been Maryland's governor for just two years when Nixon packed him from relative obscurity to be his vice-presidential candidate in 1968. He elected in 1972, Agnew was forced out of office within a year, in October 1973, after pleading no contest to the evasion charges. Agnew, who later became a successful businessman, always denied the charges, which were later upheld in a civil suit. He blamed Nixon for pushing him out of office and was believed to divert attention from the growing Watergate scandal. The two men never spoke again.



**AWARDED:** The \$10,000 Governor General's Performing Arts Awards to singer Jovi Mitchell, 52, whose 1997 induction into the Rock and Roll Hall of Fame was also announced last week; actor director Martin Hengst 50; film producer Michael Biehl 68; singer Les Fennell 68; choreographer Gerald Stabile 68; and costume designer François Berthelette 60.

**DIVORCING:** Princess Stephanie 31, at Monaco and her former boyfriend and husband of 14 months, Daniel Dacourt 32, after he was photographed covering made with a former Man Topless Begum. The royal couple have two children, aged 3 and 2.

**LOST:** By Elizabeth Taylor 64, an \$500,000 emerald dress and necklace, which she lost in 1963 by Coney Taylor, 52, after Taylor had her from a production of the play *The Corn is Green*, in New York City.

**DIED:** McGeorge Bundy, 77, one of the so-called best and the brightest, a cadre of public advisors who led the United States into the Vietnam quagmire, of a heart attack, in Boston. A biographer friend of John Kennedy, the Harvard academic served as national security adviser to both Kennedy and Lyndon Johnson.





44-1913

CANADA

[illegible]

**Verano:** Absolutely. Leaving aside my personal animosity—which is fairly strong and I don't make any bones about that—I think that our chief of the defense staff has to be two things. One, he has to have the trust and

confidence of the government of Canada. But number 2, and very closely behind number 1, is that the led have to have confidence in the leadership. There's a very strong sense of distrust at the moment. A survey done a year ago said that 82 per cent of the troops had some serious reservations about the senior leadership. If you did that same survey today it would probably be 95 per cent.

The chief of the defense staff sets the moral tone for the armed forces. Whether or not Gen. Bogie actually did anything wrong, I don't know. But his attitudes are diametrically opposed to the basic moral military ethos. Does he have the moral stamp which the members of the armed forces could condone, support and follow? The short answer is no—he has korinted the trail of those in the armed forces. He was overly caustic in punishing his own

would be good for the armed forces. And all of us understand that when you wear a uniform, the initiation comes first, your subordinates come second and you come third, fourth or fifth down the line.

**Muscarello:** *How Defense Minister David Collier got caught himself into a civil war conspiracy?*

the armed forces of Canada. It has watered down or altered fundamental military values to the point where we are no longer reaching as sailors, soldiers and airmen, we are acting the same as the bureaucrats. I would say that Gen. Boyle and others are a logical byproduct of that evolution. It's not a question of blaming an individual, but the whole command and control system of the defence organization in Canada.

**Nuclear's.** So the problem arose with the 1968 migration of the armed forces? **Vernon:** The integration of the forces, for most of us, made a great deal of sense—that part of it was masked by secrecy. The next

clusive  
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style

people should not be—government policy, protection of the minister and so on. We very much have bureaucrats involved in Israeli forces policy like the manning of operations, the degree of support provided and so on.

My view is that the military operations should be running the organisations—and not a collection of bureaucrats. You need to hit defence headquarters with a 20 megaton bomb and separate it into two components—one a proper military headquarters, the other the ministry of defence, which contains all of the necessary bureaucratic elements for defence.

like procurement and financial probity. Much more so. What are your views on the Somali agenda?

Person. "critically generated crises" have been consistently ignored in the last 250 years or more of the groupings. I was horrified at the fact that two Canadian officers bear a grudge to death. That was something clearly wrong, and needed to be dealt with. In some ways I was even more concerned that some noncommissioned officers were aware of what was going on and did not intervene. But beyond that matter, what is the issue about Somalia? Our troops from the Canadian Airborne Regiment were sent by our allies and the coalition commanders to answer the very best—they achieved their mission, providing security faster than anybody else and with the least cost in terms of loss of human life. But the reaction in Canada was affected

The political state of the day—and that was opposition to the Conservative government. Somalia suddenly surfaced as a weapon that could be used—and it was. In the military, had we resolved the murder at Somalia and had we quickly dealt with one or two other events, then I suspect that we wouldn't be in the position we are today. But for a variety of reasons, we couldn't remove the confusion and also as an effort to be politically correct—we didn't. Unlike the Americans, who dealt with their problems quickly—some led aside a sergeant's sunglasses and didn't fault who he'd ordered to shoot, a sergeant picked up a grenade launcher and blew him all over Mogadishu, I think. The guy was hoisted to protest, fired—and at that happened within a minute. That's the way military discipline

**Maclean's:** The Airborne was disbanded in January, 1996, in part because of Somalia. Was the unit disbanded early?

**Veronesi:** The government has the absolute right to take whatever course of action it deems to be appropriate. That is a very natural course of action. As a highly decorated Airborne soldier, if you applied the same standard to the U.S. army, you wouldn't have any units left. Almost every unit has problems. That is not significant—it is how you deal with it that is significant. In January, 1995, when the transfer announced that he was debarring the Airborne, the regiment was without question the best in the Canadian army. They were just dismantled by the decision. The fact that they didn't behave like the Foreign Legion and dominate CFB

Westerners: the way out, as the Legion did in Algeria, is tribute to the leadership and self-discipline of the troops.

**Naoukroun:** But the Airborne's image must have deteriorated not only by Somalia but also by the Gulf War.

**Yermakov:** There are at least three videotapes. Sotnikov described the first one, which was published, as an hour and a half of extremely boring home movies of sand, sand and more sand, and is made up of so of two groups posing in a machine location. The second was made by a cameraman who was killed. It occurred in March, 1990. That was widely publicized and led to the disbanding of the Airborne. It disgraced every corps—it had never before seen behavior like that on the part of soldiers. The third videotape, which was made by a cameraman who has a couple of things in it which would irritate you if you see it on TV. It was a continuation over the

**Notes of Caroline Arthur's Journal Study:** It depicted sympathy

ing pre-fewed breadpassed from person to person—an act of communion when you finish the outfit. The rest of it was no big deal. A couple of people got all excited about self-electrocution. I know what the soldiers were using—a field telephone box that has all the power of two DeLia batteries. What the guys were doing was to see how long they could take the two connectors and hold them together while getting a mild jolt. The fact that they were laughing and lying up to do it again indicated to me that this was nothing serious.

**Veronica:** That part is true—it had more to do with confusion than anything else. De-

Justice Minister David Collier was asked a question in the House: 'What do you know about a terrible third video?' The minister said that he didn't know about any terrible video, but that he would look into it. At the end of it, the information given to the minister was an exaggerated view of what the videotape contained. It caused him to react to the cameras, saying that he had been misled by his military staff. And after that you can't back off!

Maclean's. Five did not begin? Veronika. The videotapes were handed over to the military police. In this case, their assessment of video three was that it was considerably different than videotape two and that there were no grounds on which to take disciplinary action. But a particular officer in defence headquarters interfered in the police investigation, saw the video tapes quickly, made a very hasty judgment, and then went directly to the chamber and gave him a sensationalized story.

Maclean's: A general officer? Veronika: Yes—the associate assistant deputy minister, police.



**Maclean:** What did the name use Gen. Singh?  
**Veronica:** Doble, yes?  
**Maclean:** You have been accused by military officials that Maj Vincent Dombrowski is interfering in this investigation of the Stansfield affair. How do you respond?  
**Veronica:** In the summer of 1993, a military police investigation looking into the case had indicated some serious warrants as what I thought was a very clumsy failure, and had violated the rights of the soldiers concerned like Kristopher Ross. I therefore knew that Maj Maclean was involved at all. I think Dombrowski got frustrated between the eyes because of the other general's confusion and that he was concerned about it but didn't know how to do it. He saw that as interference. When Maclean was the security officer for me in Calgary, he had a sense of himself as a captain of Dodge City and that nobody could interfere with what he did. None of us works in that much of an authoritarian cell.

**Nichols:** My sense of equality to the army, and to the soldiers with whom I've served, is undiminished—and, if anything, is enhanced by the last couple of years. My trust and confidence, when you get beyond that level has diminished considerably. When you take all the uniform, you have the same rights, obligations and opportunities as any other citizen.

# The march of Islam

Black militant Louis Farrakhan targets Canada

Ever the showman, Louis Farrakhan scored the most symbolic moment until the end. After speaking to 3,500 enthusiastic listeners in Toronto on Sept. 15 about the plight—and potential—of African peoples, the controversial leader of the Chicago-based Nation of Islam turned his pulpit up to the traditional Islamic gesture of prayer. But after greeting Allah, Farrakhan issued a benediction much more familiar to members of his audience, most of them with roots in the Caribbean. "Ours love," Farrakhan declared—the traditional Rastafarian greeting of "The Christian 'Peace be with you' or the Jewish 'Shalom'." The uniquely Caribbean blessing—one first made in the audience—was accented to hearing in the lyrics of reggae stars such as Bob Marley—drew strong murmurs of approval from the crowd.

For orthodox Muslim critics of Farrakhan, that sort of religious conning

might appear tantamount to blasphemy. But for Farrakhan, who himself has Caribbean roots, it represented a mixture of identity and political expediency. With thousands of members in the United States, the Nation of Islam is on the march—and not just south of the border. Farrakhan's one-day stop in Toronto was preceded by a tour of the Caribbean-area states of Cuba, Jamaica, Trinidad and Tobago, Barbados, Saint Kitts and Nevis, and Guyana.

Toronto, where the vast majority of the city's 300,000 blacks hail from the Caribbean, provided a natural end for that journey. And in an interview with *Maclean's*, Farrakhan



Farrakhan a Caribbean connection

acknowledged as much. Noting that Toronto boasts one of North America's largest Caribbean populations, he suggested there is a natural bond between himself and Toronto blacks. "My mother is from Saint Kitts and my father is from Jamaica and all of my upbringing, my only character formation, came from many West Indian people from the movement of the Nation of Islam. So I feel that not only do I owe a debt to the black people in America and Africa but also owe a debt to my brothers and sisters in the Caribbean as well."

It is hard to gauge what Toronto's Farrakhan is making among Canada's black population. But, in some circles, his message of black redemption through political, economic, social and personal upliftment—at times colored by what many see as a strong dose of anti-Semitism and anti-white militancy—is clearly being heard. The fast sellers of the Nation of Islam's movement—especially young men with close-cropped hair, black suits and bow ties who sell Farrakhan's *Final Call* newspaper—are now a common sight in

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## CANADA

Canada's black communities. Last October's Million Man March on Washington, organized by Farrakhan, attracted hundreds of Canadians. Nation of Islam study groups, meanwhile, are cropping up across the country, while regularly organized bus trips take adherents from Canada to Farrakhan's speaking engagements at mosques in the United States.

U.S. and Canadian centres have also been paired, so that Nation of Islam offices in such places as Seattle, Buffalo and Pittsburgh serve as the regional headquarters for study groups in, respectively, Vancouver, Toronto and Montreal. And according to Charles Rasmussen, a Toronto-based lawyer and black activist, the movement in Canada clearly feeds on the alienation of many young blacks, men and women alike, who are growing up in a country that often does not provide the opportunities and prospects for financial success that their immigrant parents had hoped for them. "He [Farrakhan] is very much a West Indian and understands what is happening here," says Rasmussen, "and that's why he has such an attraction among the black youth."

It is a message that some people do not want Farrakhan to deliver. He has, in the past, created considerable controversy with anti-Semitic statements. Among them: declaring that Adolf Hitler had been "wickedly good" in that he "rose Germany up from nothing," and warning that the "spiritually blind" Jewish lobby could "drive this nation [the United States] to total destruction." As a result, the Canadian Jewish Congress unsuccessfully lobbied the federal government to bar Farrakhan from entering the country. And spokesmen for the CJC also served notice that they would actively oppose any future visits by the Nation of Islam leader to Canada.

But in Toronto, Farrakhan avoided such controversies. Instead, he publicly denounced anti-Semitism—and then pulled out all the stops in focusing on his affinity with the city's Caribbean-born blacks. He precisely mimicked the accents of the Caribbean countries he had visited. He introduced members of his immediate family who live in Toronto, among them his stepson, Jamaica-born "senior" Aali, throughout it all, there was one overriding thrust: the growth of black consciousness and unity must continue. "The message to Canada," the Nation of Islam leader told Motenew, "is the same that we deliver all over the United States: a message of silence, reconciliation and responsibility. Black people in Canada and wherever we may be found must strive to get a thorough knowledge of self." "They are words that appear to be falling on increasingly fertile ground."

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## Backstage Ottawa

### Breaking their word

Could it be the Postmaster Effect of Canada's politics, whatever weapon you think you're so cleverly using at political discourse will, inevitably, turn around and come right back at you. Throughout the year leading up to the 1995 federal election, the Liberals handed the Progressive Conservative government more clearly over issues that included the question of a merger of Canadian Forces maintenance in Somalia, the alleged dismantling of the Canadian Broadcasting Corp., and general frustration with the widely misnamed Goods and Services Tax.

The good news is that those who long for earlier, simpler times now have them in politics, yesterday lives on in Ottawa today. And the Liberals, who saw nothing but easy answers to those issues while in opposition, now share the same befuddlement that gripped the Tories. Unable to look ahead to their final year in office with any real enthusiasm, they prefer to look about in anger, blaming anybody but themselves for the backtracking.

The next sign of a government that is either over-tired, overconfident—or both—is one that can see a problem coming, but still can't define it, or even admit to it. Increasingly, that has been the pattern for the government in general, and Prime Minister Jean Chrétien in particular. Much of the Liberals' initial popularity was arguably based on their weak, tentative steps to try to end lingering controversies, including their cancellation of the \$4 billion Ties plan to purchase new military helicopters. But such steps are the exception, not the rule, for a prime minister who generally regards reaction as one of the fiscal forms of government initiative. A week from the day of their election, it was clear to Liberal insiders that they would be unable to fulfil their GST promise. Still, they waited two and a half years to confirm that, thereby delaying the day of reckoning while raising public expectations and lowering their own credibility. The same can be said for last week's \$225-million cut to the CBC budget. In opposition, the Liberals' Red

Book prize noted that handing cuts to the CBC "illustrate the Tories' failure to appreciate the importance of cultural and industrial development." Now, the Liberals choose to remember only the section of the same chapter that promises to commit to "stable" mid-year financing for the CBC and other crown corporations. They may argue they are keeping the specifics of their promise—but "stable," it should be remembered, also describes someone who is nervous and barely clinging to life.

The issue, ultimately, is not whether the Liberals were right to stick with the GST and cut CBC funding. In both instances, a stronger case can be made that they had no choice. No one was able to suggest a reasonable alternative to the

**The Liberals  
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anger, blaming  
anybody but  
themselves for  
the backtracking**

GST. And, at a time when funding is being cut for healthcare and welfare, it's hard to argue that the preferred mechanism of the government's budgeting should be exempt. But the Liberals' real problem is their refusal to admit that they have one.

Publicly and privately, the Prime Minister—who at least once said he would

"scrap" the GST—grows ever more reluctant to maintain that he did not break his word. Into the CBC cuts, where the Liberals will not apologize for breaking the spirit, if not the letter of their Red Book. It was once the realm of Chrétien and Defence Minister David Collette to even acknowledge the possibility that an independent commission may find some fault in their backtracked chief of defence staff, Gen. Jean Boite.

For people outside politics, understanding the pressures that ultimately erode and divide members of the same political party on any one issue, government ministers, fundraisers, MPs, cabinet members, and press ministerial advisers may all have sharply different views and agendas. A good press minister knows two key tricks: how to make her or her client win, and how to win at all costs, to sit acronyms and democracy by.

By that measure, Chrétien almost always knows how to win. How, and when, to act is quite another story.

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## FRAUD CHARGES

The RCMP charged James Mitchell Trester, the former president of Canada Ports Corp., and Mission Agency, the former vice-president, with defrauding the Crown corporations of \$400,000. Trester and Agency face 10 charges, including theft, fraud, breach of trust, keeping possession of property obtained by crime, and harboring the proceeds of crime. They are scheduled to appear in court on Oct. 3.

## DINING STEPS DOWN

Alberta Treasurer Jim Downing, the man who engineered the province's deep provincial spending cuts, surprised observers by announcing that he will not run in the next election, expected in the spring. "He's done something that's very few, if any, treasurers have done," Premier Ralph Klein said. "That is, balance the books." Downing had been considered a possible successor to Klein.

## SPEAKER ON LEAVE

Al McLean, the embattled Speaker of the Ontario legislature, said that he is leaving his post for a three-month sabbatical. An aide said that the stream of lightning of sexual harassment allegations made against him by a female employee may have been a contributing factor. An independent investigator appointed by the legislature is examining the claims against McLean.

## KREVER WANTS MORE TIME

Justice Minister Krever, the head of the inquiry into Canada's sex-related scandal, asked Ottawa to extend his deadline for filing his final report. Krever, who was originally expected to file by the end of September, faced several legal challenges by the Red Cross Society and others, putting the commission behind schedule. The request followed Krever's recent criticism of federal and provincial health ministers for moving ahead with plans to reform the blood system before his report is released.

## METIS PROTEST

A Metis demonstration in the Labrador port town of Carleton Place came to a head when several boats surrounded a supply ship, preventing the unloading of construction materials for a harbor before being built in disapproved. The RCMP arrested 23 people and charged them with mischief. Eight others were charged earlier in the week.



Bailey (left) with Adenwa Johnson will have to wait until spring for a 150-m showdown.

## FASTEST DAD:

Dayvion Bailey of Oakville, Ont., returned to Canada for the first time since winning gold medals in the 100-m dash and the 400-m relay at the Atlanta Olympics. Bailey, cheered by about 100 supporters at Pearson International Airport, hugged his daughter, Adenwa, before making U.S. 200-m sprint champion Michael Johnson, who sought a chance to claim Bailey's title as the world's fastest man this year. "I'm the fastest person in the world, I call the shots," said Bailey, suggesting that the two will meet in a 150-m showdown next spring. "It will be next year, not this year, and when I do, he's going to be really sorry."

## A judicial ruling on a judge

Disgraced Quebec Superior Court Justice Jean Beversone, who sparked a furor with comments about women and Jews, last month took his work in a bid to keep his job. In an unprecedented move, the Canadian Judicial Council recommended in a 22 to 7 decision that Beversone be removed from the bench, ruling that the public can no longer have confidence in his impartiality.

Beversone's troubles began last year when he presided over the trial of a woman charged with killing her estranged husband by slitting his throat. During the woman's sentencing, Beversone said that women could be more cruel than men, and that "even the Nazis did not

eliminate millions of Jews in a peaceful or bloody manner—they died in the gas chambers without suffering." Beversone later apologized for the remarks.

So far, Beversone, 67, has refused to resign. Now, the judicial council's decision may set the stage for another precedent. A federally appointed judge can only be removed from the bench by a joint resolution of the House of Commons and the Senate—a vote that has never come before Parliament. At work's end, Justice Minister Allan Rock would not say whether he intended to accept the council's recommendation and put Beversone's fate in the hands of MPs and senators.

## Ottawa gets tough with violent offenders

Federal Justice Minister Allan Rock introduced tough legislation that, if adopted, would keep violent offenders in prison longer and allow electronic monitoring of individuals deemed to be potentially violent—even if they have not been charged with a crime or convicted. Under the legislation, the government would also create a new disposition of long-term offenders, armed and violent offenders. Such offenders would automatically face a supervisory period of up to 10 years upon their release from prison. The bill also contains tougher rules for offenders designated as dangerous offenders, giving judges the power to sentence them to indefinite jail terms.





## CLINTON: THE LADIES' MAN

We cannot promise you that women will vote as a unit when they are enfranchised. They will divide upon all political questions, as do intelligent, educated men.

—Susan B. Anthony, 1884

The legendary U.S. suffragist might well want to reconsider her words if she contemplated the voting intentions of American women in 1996. What is striking about how they are approaching the choice between Bill Clinton and Bob Dole is precisely how different their outlook is from events. If males alone voted, the presidential race would be neck and neck; male, opinion polls show, are about evenly split between the Democrat and the Republican. But women favor Clinton over Dole by a corresponding margin—15 to 20 percentage points in most surveys. The so-called gender gap has grown so wide that political analysts have coined a new term for it: the gender gulf.

The gap first opened in 1980, when American men swung right to support Ronald Rea-

gan. Then, and in succeeding elections, women continued to favor Democrats, generally by a margin of 5 to 7 points—a significant gap in a country where a 3-point victory over an opponent is considered a landslide. But Dole's problem with women is on a completely different scale. For some observers, there is a one-word explanation: abortion. The Repu-



Dole often left in Clinton the President and wife Hillary Dole to seek alone voted, the race would be neck and neck.

Even many Republicans appear to be optimistic on that issue, while Clinton is said to find little support in the Capital in Washington to meet with Republicans in Congress during re-election in November, and reassure what he called the "faint-hearted people" among them. He collected a bouquet of supportive statements, but outside Washington most and more cautions were distasteful to the media. Some Republicans, like Utah's Voinovich, avoid appearing with him. Others take different approaches. Representative Dan Rostenkowski of North Carolina, for example, hands out campaign literature featuring a photograph of him, not with Dole, but with the ever-popular Ronald Reagan, who appointed Rostenkowski the U.S. ambassador to Somalia.

Severe Republican congressional have even taken to answering their calls to Clinton himself, who they excoriated as recently as 1994 as a high-spending, tax-taking liberal. In a veritable record, they now stress how the Republican Congress has worked with the President in recent months to pass key legislation such as welfare reform. And instead of echoing Dole's theme: that the U.S. economy is failing to deliver a higher standard of living for most Americans, many Republican congressmen have taken up Clinton's argument that the economy is booming along very nicely, thank you. They know that the widespread public anger of recent years has faded, they hope to associate themselves with the generally upbeat national mood—and with a popular President. "No one is running against Bill Dole," Republican Congressman Tom Campbell of California said joyfully in an interview. "But there are a lot of people wanting their own records, what they've accomplished as individuals."

Analyst Schneider puts it another way: "The Republicans are trying to revive a traditional principle: that all politics is local." he says. "They defied that in 1994, they turned the congressional race into a national referendum on Bill Clinton, and it worked them well. This year they're saying it's not a referendum on Bob Dole, or Bill Clin-

ton's" headline stand against abortion rights advocates among women, including the professional suburban women who support the party's conservative stance on many other issues. But it goes deeper than that. Surveys show that women—more than those who identify themselves as Republicans—are much more concerned than men about social issues such as education, health care and safeguarding the environment. "They're the ball-busting souls with women, and Dole is losing women by time," notes Doug Riley, publisher of a widely read political newsletter called The Hotline.

Female voters are much more fearful than men about spending cuts ordered by the national right-to-life Republican Congress. And they are responding in record numbers to Clinton's promises to safeguard social programs while reducing the deficit. At the same time, the President has been successful in tailoring his message to women's priorities. Instead of grand new plans, he is running on a platform that stresses modest, concrete steps that appeal to female voters, such as offering tobacco advertising aimed at children and making sure that new mothers can stay in hospital for more than 48 hours after giving birth. Recent American elections may have turned on the anger of white males. But this fall's campaign seems to hinge largely on the concerns of women.

AR

last—of his record any record. We'll see if they can resist what they did in '94."

In fact, control of the House of Representatives could easily slip away with either party. The Republicans won it in 1994 as a wave of anti-Clinton feeling, and now have a majority of 225 seats to 195. The Democrats must win 158 seats to regain control and end the controversial reign of House Speaker Newt Gingrich. But that will not be easy. American voters often engage in ticket-splitting—supporting one party's congressional candidate but electing another party for Congress. While the Senate is hard to predict, most surveys show voters giving Republican candidates a slight edge on the House race.

Dole, however, must still fight an uphill battle: the strategy say he is looking forward to a pitched series of debates with Clinton to prove his case. Last week, the commission that organizes the so-called must that Reform Party candidate Ross Perot, whose support is running at about 15 to 20 percent in most polls, should not take part in the debates, the first of which is tentatively scheduled for Oct. 6. That pleased the Dole camp, which had sought a one-on-one matchup with Clinton.

Still, it is difficult to see how that could turn the presidential race around. The contrast in distances between the two campaigns has been too telling. On the day that Dole was maintaining the "faint-hearted" among his own troops, Clinton was occupying up to \$5 million at a glitzy Hollywood hotel room featuring the likes of Sharon Stone and Barbra Streisand. And on the day that Dole took his embarrassing tumble, the President was posing on the rim of the Grand Canyon, issuing an order to protect 17 million acres of land from development, and talking eloquently about "the backbone." By all accounts, Dole remains upbeat, even cheerful, in his makeshift hideout at troubles. The question is whether that reflects the confidence of a candidate who still thinks he can win, or the inner peace of a man resigned to his fate. □

# Down—and out?

Even to friends, it seems like Bob Dole just can't win

There are bad times, really bad times, and times so bad that even your friends don't want to know you. Bob Dole, the hapless Republican presidential candidate, is having one of those times. Running a campaign that seems to have tapped into as much of a bad luck, he is finding that many of those who should be turning out to help him are suddenly finding that they have serious business elsewhere. Case in point: in the key battleground state of Ohio, Republican Gov. George Voinovich has conspicuously failed to turn up at a Dole campaign event since last July. Voinovich is planning a run for the Senate in 1998, and any association with a leading presidential candidate can do him no good. The governor, announced the Cincinnati *Enquirer* last week, "is a practical politician who tends the bottom line first. And at this time, the bottom line isn't a particularly good idea to do the Staines-two thing with Mr. Dole."

The Dole campaign has made so few, in fact, that another of his backers, Christian Coalition founder Pat Robertson, offered what may be the most unexcused expression of support possible for a presidential hopeful: The Republican is so far behind, Robertson said a gathering of 5,000 conservative Christians in Washington, that "in my personal opinion there's got to be a miracle from

Almighty God to pull it out." The gloom over Dole's campaign was so stark that when the candidate took a pitfall from a stage in Chico, Calif., last weekend ended up sprawled on his back, the speculation was as poignant as painful as the agonized expression on his face. Dole fell from the stage when a railing he was leaning on gave way, and tumbled four feet to the ground. Never mind that he was wearing a brace and a neck tie, showing that he was wearing up gently with a brace and a neck tie, showing that he

at age 75 he has remarkable powers of recovery. The damage was done.

The result is that most political professionals have all but written off the presidential race six weeks before voting day on Nov. 5. To be sure, they make the usual caveat: voters are unpredictable; anything can happen. One opinion poll last week put Dole only eight points behind Clinton, but most surveys show him leading by anywhere between 22 and 20 points, a gap that has never been closed so near to the election. "Can he turn it around? It's not impossible—but it's unprecedented and unlikely," says analyst William Schneider of the conservative American Enterprise Institute. As a result, the focus has shifted to the fight for control of Congress. Clinton's lead seems so commanding that Democrats believe it could help them recapture control of the House of Representatives—and possibly even the Senate—from the Republicans.



ANDREW PHILLIPS  
IN WASHINGTON

# Kinder and gentler

## China turns on the charm as 1997 approaches

For nearly a year, Britain and China had struggled to reach agreement on how best to mark Hong Kong's return to mainland rule next July 1. The problem? Chinese officials wanted Hong Kong Gov. Chris Patten left the guest list as president for a controversial political reform package he introduced in 1992. In early September, they had a change of heart. During talks in Beijing with a visiting British delegation, Lu Ping, head of China's Hong Kong and Macao Affairs Office, said Patten would be welcome to take part in the ceremony and that he would gladly shake the governor's hand.

With visions of Patten and Lu swapping beer mugs still dancing in their heads, Hong Kong residents were treated to an even more astonishing sight the following week: pro-democracy activists Sammi Wu and Albert Ho, both branded subversives by the mainland government, entered the offices of the New China News Agency, Beijing's de facto embassy in the colony. The pair had been invited inside to deliver a petition urging China to stand firm in its dispute with Japan over the tiny Diaoyu Islands, an issue that virtually all Chinese agree on. The brief grilling didn't get beyond small talk, but was seen as an encouraging sign nonetheless. "It wasn't a dialogue, but it was a small step for work," Ho says.

A dialogue may well be the next step. After almost a decade spent denouncing its opponents across the border, China is now pursuing a kinder, gentler policy on Hong Kong. The harsh rhetoric of years past is gone, replaced by soothing words that are clearly meant to reassure jittery Hong Kong residents about their future. And nothing has done more to put them at ease than Beijing's effort to reach out to the colony's most popular political party, the Democrats. How long China's charms offensive will last is anyone's guess, but it is welcome news in a city grown dim of nervous debate.

The change in policy was revealed in rather dramatic fashion last month. During a speech in Beijing, Vice Premier and Foreign Minister Qian Qichen invited the Democrats to join the 400-member committee that will soon select Hong Kong's post-1997 chief executive and provide legislative. Qian also opened the door to talks with the

Democrats, whose backing for the 1989 protests in Beijing's Tiananmen Square had long infuriated the mainland regime. "As long as they support the resumption of sovereignty and hope for a smooth transition, we can sit down and discuss the Hong Kong question to make things better," Qian said.



Hong Kong protest over the disputed islands: wartime memories

## The rocks of rages

There is something that can unite the world's Chinese, it is a dispute over China's territory—especially a dispute with Japan. Last week, ethnic Chinese protesters in Hong Kong, Taiwan, Moscow and Vancouver, as well as officials in Beijing, were up in arms over Japan's claim to a tiny group of rocks—known as a island but named a word—in the East China Sea. Behind the anger were the long-lasting memories of Japanese wartime atrocities in China—and oil.

What Japan calls the Senkaku and China the Diaoyu are eight outcroppings between Taiwan and Okinawa that Japan took over in 1895, when it colonized Taiwan. After the Second World War, the United States gave control. It turned over the group to Japan in 1972, along with Okinawa. China has protested ever since. In July, Japanese rights activists built a light house on one of the outcroppings, angering the Chinese state. When, in early September, a Japanese patrol boat chased a Taiwan fishing boat from the sea—effectively putting muscle into Tokyo's claim—East Asian streets erupted. Last week, on the 65th anniversary of Japan's 1931 invasion of China, there were more demonstrations in Hong Kong and Taipei, as well as Canada. Protesters in Vancouver handed visiting Chinese Foreign Minister Qian Qichen a 10,000-sign petition. Beijing, worried about street protests getting out of hand, kept a lid on public outpourings. But it has made clear it wants little in the rocks. In the decades gone around there may be more than 10 billion barrels of oil, a resource that both Japan and China badly need.

Last week, Qian gave similarly upbeat assurances about the handover to Canadian officials on his visit to Vancouver and Ottawa.

According to Willy Wo-Lap Lam, a leading China watcher for the English-language *South China Morning Post*, the Chinese leadership formalized the new, more pragmatic approach during its annual summer get-together at the northern resort town of Beidaihe. Last year, just while making for the beach, members of the Politburo agreed to put ideology on the back burner and concentrate instead on keeping Hong Kong's economy steady through the transition. Proponents of the new strategy were belated a few weeks later when former Singapore prime minister Lee Kuan Yew, who com-

## IT ALSO COMES IN BLACK

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mands economists in Beijing, urged the mainland side to show Hong Kong a more realistic face in the coming months.

One Chinese observer not surprised by the shift in tone is Michael Yehuda, who teaches international relations at the London School of Economics and wrote the recently published book *Hong Kong: China's Challenge*. Yehuda says a turbulent transition would have damaging consequences for China. He believes the close branch to the Democrats reflects a recognition on the part of the Chinese that the stakes in Hong Kong are high, especially with perennial leader Deng Xiaoping, 83, living on borrowed time. "They are obviously very concerned about having a stable situation leading up to the succession and the next national party congress [in the fall of 1997]. That means taking a higher line in China and a somewhat softer line in Hong Kong."

The Democrats, however, remain wary. Party chairman Martin Lee has accompanied a meeting with Qian and other senior officials but (not) seen that the recent overtures are all that sincere. "I suppose they must think it's important to do some PR work," he says. "It's good for Hong Kong people, good for the transfer of sovereignty, and good for the outside world. It can't do China any harm, but whether it'll do Hong Kong any good is another. Will they listen? Will they allow themselves to be persuaded? The test of the pudding comes now."

But the Democrats are also reacting cautiously because they fear China may simply be trying to divide its critics in the colonies. So, the party may be leaning. Christian Leung, an independent legislator who sides with the Democrats on most issues, has met several times with representatives of the New China News Agency and has requested permission to travel to Beijing to consult with officials there. Leung's efforts have not been taken from others in the pro-democracy camp, but are seen as alternative. "We're going to be one country. If you want to be in politics, you'll better talk to them,"

In the meantime, Lee and his colleagues have nominated Qian to join the so-called "15,000 Hong Kong residents were nominated for the 340 seats still available). To take part, the Democrats would have to back China's decision to replace the legislative council, elected last year under the PRC scheme, with an appointed provisional legislature. This they are unwilling to do. If Beijing gives them with its plan to replace the legislative council, Qian would deliver under different rules, the Democrats plan to mount a legal challenge. Lee, a pro-democracy barrister, is confident that the courts will declare the provisional legislature to be in violation of Hong Kong law, whether that will occur after July 1 or another issue.

Some analysts predict a new era of the latest news-making matters. The De-

monists, among others, consider the adoption committee and provisional legislature to be little more than window dressing; the important decisions, such as the appointment of the post-1997 chief executive, will be taken in Beijing. The announcement this month that Chief Justice T. T. Yau would step down in order to run for the top job did nothing to convince skeptics that a bona fide election is about to take place. As they see it, China has already settled on a shapely magnate Tung Chee-chwa and is simply letting the "committee" play out because it wants Hong Kong residents to think the process has some legitimacy.



Optimistic events with Qian some aggressive" guests about human rights

Even so, the controversy over the disputed agenda has brought a new sense of unity to the colony. It may be that the latest news events were nominated for the 340 seats still available). To take part, the Democrats would have to back China's decision to replace the legislative council, elected last year under the PRC scheme, with an appointed provisional legislature. This they are unwilling to do. If Beijing gives them with its plan to replace the legislative council, Qian would deliver under different rules, the Democrats plan to mount a legal challenge. Lee, a pro-democracy barrister, is confident that the courts will declare the provisional legislature to be in violation of Hong Kong law, whether that will occur after July 1 or another issue.

Some analysts predict a new era of the latest news-making matters. The De-

## QUESTION PERIOD

He wore a color-bleached necktie with his well-cut dark suit. He spoke to a lunch crowd in English. He took a moment to adjust to a short while with the media. True, Qian, China's polished vice-premier and foreign minister, seemed a touch testy during his visit to Ottawa last week when asked if China would ever accept reform for the Tiananmen Square protests in 1989. "It's already in the past," he said. "China should manage its own affairs and not try to maintain and follow the social bad good image of other countries."

But to many observers, the greater point was that Qian so readily agreed to the media interrogation—a rare event at home or abroad. It was another sign, despite his protests, of Beijing's desire to rehabilitate its battered image in the rest of the world. But it did not come easy. It was a shrewd gambit. Qian turned to Foreign Affairs Minister Qian Qunli and made it clear he was taken aback by Canada's "aggressive" media.

His hosts were not all so naive. After their discussions, Aworthy interrupted an appointment in principle to continue to give Hong Kong residents the right to elect Canada without a visa after the handover to China on July 1, 1997. "Indeed," which remains at the center of Canada's China policy, was a key talking point for much-publicized Team Canada mission to China in 1994 helped push trade between the two to about \$8 billion last year and made China the country's fifth-largest export market. Prime Minister Jean Chrétien, who met with Qian, wants to raise that figure to \$20 billion by the turn of the century.

But that remained the prickly question of human rights. In Vancouver earlier, Qian quipped pro-Riot protesters in Ottawa, Aworthy made it clear that Canada's "friendly and vigorous" with his Chinese counterpart, according to a Canadian aide. Afterward, Qian said China had agreed to "adequate human rights dialogue" with Canada—as long as they were "based on equal and mutual respect." The message was clear: Beijing will listen, but not to aggressive questions, please.

JON DUMONT in Ottawa

## World NOTES

### CONCERN OVER YELTSIN

Dmitri Yel'tsin's doctors raised concerns about the Russian president's "very serious" heart-attack surgery, expected to take place this month. Yet, he said, his liver and kidney tests, increasing the risk of complications. His lead surgeon also told ABC News that Yel'tsin had suffered a heart attack in June or July, shortly before the second round of the presidential election, but kept it secret. Yel'tsin has drawn up plans for Prime Minister Viktor Chernomyrdin to take over his powers—including control of the "nuclear button"—when he gives under the knife.

### DEATH IN KARACHI

Pakistan Prime Minister Benazir Bhutto's estranged brother, Murtaza Bhutto, and six of his followers were killed in a shootout with police in Karachi. Murtaza Bhutto, the leader of the breakaway Shariat Shura Council of the governing Pakistan People's Party, was a bitter opponent of his sister. Police blamed his death on his followers, who, they claimed, opened fire after police wanted to search his cars.

### MIDDLE EAST TENSION

Israeli warplanes and artillery hammered guerrilla posts in southern Lebanon after a ground clash with Hezbollah killed one Israeli soldier. The air raid sparked fears of a military escalation, coming amid rising tensions with Syria over its redeployment of thousands of troops in Lebanon.

### TWA: A MALFUNCTION?

Investigators probing the crash of TWA Flight 800 in July said they were looking more slowly at mechanical failure as the possible cause, due to the lack of evidence of a bomb. The FBI later revealed that some time before the crash, plastic explosives had been put aboard in a so-called "booby trap" case. This could explain the traces of explosives found by investigators.

### THE Q.I. SEQUEL

As the cool trail of former football star O. J. Simpson opened, Judge Michael Fujisaki promised that it would be less of a media spectacle than last year's criminal trial for the murder of Nicole Brown Simpson and Ronald Goldman. Fujisaki invited witnesses from the courtroom and scheduled a "big day" of pretrial testimony and witnesses from spending publicity about the case.



A Bosnian Muslim waves the winning party's flag: prodigies of respect and co-operation

## High hopes for reconciliation

A unilateral current of optimism washed over Bosnia in the wake of its first post-war election. The national elections, which opened the door to reconciliation after a war that had predicted Muslims leader Alija Izetbegovic, who became chairman of a new three-year presidency after gaining 54 per cent of the vote across Bosnia, said that while the same players are on the scene, conditions have changed too much for the country to again descend into war. Krsimir Zebek, his Croat counterpart who polled 23 per cent, pledged co-operation and spoke of "freedom" for former foes. And most significantly, unblemished at Serb leader Momir Milosevic announced he was abandoning the struggle for an independent state of Bosnian Serbs. "I've broadcast a bath too much blood," Rajkovic said.

## Death on the border

The drama began when a South Korean driver noticed the outline of a submarine beyond the beach in the east coast city of Ansan, Republic of Korea. The South Korean navy recovered the bodies of 11 North Koreans—apparently shot by their commander who then shot himself—and took one survivor into custody. During the all-night manhunt, another seven North Koreans from the tub were killed by South Korean forces in three separate gun battles. One man—the 20th—got away. The captured men said

of the well-styled Serb republic's fight with the Muslim Croat federations that makes up the rest of Bosnia. In addition to a Bosnian-Muslim parliament, there will be a regional assembly in each half of the country. Hariford nationalist Alija Izetbegovic will lead the Serb portion, having received 65 per cent of the vote there.

SOL UN peace co-ordinator Carl Bildt was not taking any chances. UN sanctions, he warned, could be invoked in coming years to ensure that leaders of the three ethnic divisions share power. Another round of elections is due in 1998, and postponed municipal voting must still be held. U.S. Defense Secretary William Perry said no decision had been made on American participation in a proposed multinational force to succeed the \$5,000 NATO-led peacekeepers in Bosnia. Their mandate expires on Dec. 31.

From many have been up to 27 on the island, which ran into multinational troops shortly after its 19th Communist North Korea. Despite better forces, it failed to fight in its own fight. The survivor refused to answer the risk of the 14th military mission. Although there was the 14th military mission by North Korean tanks into the South since 1990, it was the largest and most serious in nearly three decades. U.S. Secretary of State Warren Christopher urged both Korea—North and South—at war—to avoid further provocations and to do more to bring them along what is currently the world's most heavily armed border.



Merrill: new rules for the company's fund managers

Sales practices are not the industry's only problem. In recent months, observers in Canada, the United States and Europe have called on firms to shed more light on private trading by the companies' own fund managers. In May, the U.S. Investment Corp. responded for the world's largest mutual fund, Fidelity Investments' \$76-billion Magellan Fund, resigned amid allegations of improper personal trading and stock manipulation. Among other things, critics accused Jeffrey Vitek of publicly pricing an Israeli-based high-technology company at the same time he was subsidizing its stock.

Earlier this month, Atlantic Management Ltd., Canada's 10th largest mutual fund company, banned its managers, analysts and executives from trading in anything but Atlantic's own investment products. The move followed revelations that the company's star fund manager, Fidelity's Mervin, helped out a friend in 1993 by suggesting he buy stock in Vancouver Fields Research Inc., then a little-known game writing company. Later, the Vancouver-based gaming company struck a nickel-copper-cobalt mother lode in Vanuatu's Bay, Lahrud— a term of events that Ron Merrick, Atlantic's chairman and founder, describes as "sheer luck."

What there was nothing illegal about Merrick's advice to his friend, Merrick concedes that the episode might look bad to some investors. "If you're going to be pure, you have to do the whole nine yards," he says, explaining the company's new policy. "You can't be a little bit profligate on these things." All large fund companies

the fund companies' own internal safeguards are adequate to protect investors.

The heightened concern over mutual-fund practices is in some ways a reflection of the industry's own success. Since 1980, the total value of fund investments has soared from \$85 billion to last month's record \$1.143 trillion, representing the life savings of about 4.5 million Canadian households. That remarkable growth rate is almost certain to continue as baby boomers seek higher returns on their savings and become ever more fearful that a worldwide government will leave them destitute in their old age. John Kessel, BFC's director of research, predicts that, by the turn of the century, total mutual fund assets will likely approach \$400 billion, more than half the value of all bank deposits in the United States. The fund industry has already led the banks behind.

Still, some trade-watchers fear that the headlong push into mutual funds by often unscrupulous investors will leave some in financial ruin, especially if the high-flying stock market goes into free fall. For the uninitiated, mutual funds "are just a great mystical cloud that they pour money in to and hopefully get more money out of," says Peter Brimmer, editor of the *Canadian Mutual Fund Adviser*, a newsletter for investors. A complicating factor is the changing array of funds available—more than 1,100. Sales increments are usually spelled out in each fund's prospectus, but few people ever read them, scared away by their belt and legging.

Brimmer believes that most clients are not overly worried about how their financial planner is paid. But there is no doubt that the industry's accompanying certain sales practices has turned off some investors. "The sales practices are a bit of a minefield," says a skeptical Colin Thompson, a library assistant at the University of Calgary who has invested in mutual funds since 1985.

Most dealers and fund companies, however, insist that investors have never actually been hurt by sales incentives. In fact, the companies that sponsor conferences frequently rank up some of the industry's highest returns, says Paul Rodle of the 60-year-old chairman of Waterloo, Ont.-based Royal Capital Planners Ltd., one of Canada's largest independent mutual-fund dealers, with about 600 agents. "Why would I sell anything that we didn't think was good for the client?" Rodle asks. Besides, he says, salespeople are the industry's driving force, and "they need incentives."

GSC chairman Ed Muter says the commission is not out to launch investors, only those that create a conflict of interest. "The industry will always be getting customers' interests first," he says. "That is the universal rule that has guided our approach to raising standards."

But those standards still need to be lifted higher, says Glenore Stranberg, the veteran GSC commissioner who wrote 380-page report on the mutual-fund business released only last year. Lashed to the industry's latest round of reforms. The new GSC rules, if adopted, would still allow fund companies to pick up part of the tab for dealer advertising and educational conferences. Educating salespeople at conferences is a great idea, says Stranberg, "but as a investor, supposed to pay to send you to school." In many cases, those incentives are paid the right out of the investors' way of increasing profits. And Stranberg points out, management expense ratios—which measure how much of a fund's assets goes to management fees and other expenses—have risen significantly in recent years.

Ultimately, says Stranberg, it is up to investors to push for a better deal—by educating themselves and speaking out. "The investor is just going to have to say 'No,'" she says. "When the driving factors in the market are ignorance and greed, we have to have your eye on the ball." And if you don't want to read that prospectus carefully.

JOHN SCHIFFIELD

## THE FINE PRINT ON SALES INCENTIVES

Even if the Ontario Securities Commission adopts rules later this year to curtail some mutual-fund sales incentives, investment dealers will not be entirely cut off from the kindness of fund companies. The regulations would still permit:

- Cash from mutual-fund companies to help pay for conferences organized by dealers and brokers. No more than two-thirds of the cost of such conferences could be covered by fund companies, with individual fees limited to 10 per cent each. Fund companies that arrange their own conferences could no longer pay dealers' travel and hotel expenses.

- Money for ads and investor seminars, as a maximum of 50 per cent of the total cost. The fund company or companies involved must be identified as the sponsor or in the ad.

- Promotional items such as golf balls, pen holders or cheese corks. The value of those gifts would be limited to \$150 a year for each dealer.

monitor their employees' investments, says Harold Hanks, an executive vice-president at Macdonald and managing chairman of BFC. The GSC and other regulators represent the final line of defense, prohibiting such practices as "front running"—in which a fund manager buys stock for himself and then invests the fund's money in it to boost the price. In Hanks's view, those securities regulations and

# Letting in the light

The eight-by-10 portrait takes pride of place on Murray Aronson's desk. Displayed prominently as the study of his Abbotsford, B.C., home, it shows the successful financial planner and his wife, Ingrid, flanking Persim Gull war hero Gen. Colin Powell II. Powell had just finished speaking to 1,500 mutual-fund dealers at a conference in Florida organized and sponsored by Mackenzie Financial Corp., Canada's fourth largest mutual fund company. "They've always had good-quality speakers," says Brown, who has attended similar Mackenzie seminars over the years in such sunny locales as Hawaii, Dallas and New Orleans. "It's been extremely rewarding for us professionally."

But if Canadian securities regulators have their way, there will soon be no more free banquets or any of the other perks mutual-fund companies typically covet as their top salespeople. For years, Mackenzie and its competitors have dined out on such non-monetary incentives as top of their own sales commissions, including the one-quarter to one-third "trailer fees" that companies typically pay dealers for every year investors stay in their hands. Sup-

## Mutual-fund companies face calls for tougher rules

porters of the practice say it rewards fund work without compensating the interests of customers—the millions of Canadians who are counting on mutual-fund investments for their retirement. Critics, however, charge that the existence of unbridled sales incentives warms the wage of integrity and trustworthiness that the industry has worked hard to promote. As investment writer Gordon Pope puts it: "You don't know if the financial adviser is going across from you in reality suggesting that he needs a number of points to get a trip down the Nile."

The Ontario Securities Commission, which regulates most of the country's mutual-fund companies, is now studying public comment on proposed rules that would curtail, though not eliminate, most of the perks. Those regulations are based on a voluntary code that the Investment Funds Institute of Canada (IFIC), a trade group, adopted last spring. Barring a serious upgrade, the OSC's version of the code will take effect by January, just in time for the busy RSPF season. What that happens, it is only a matter of months before they are adopted in the rest of the country, says Denis Holley, executive director of the B.C. Securities Commission.



On the tarmac in Calgary, a paperwork problem—or safety?

proved guidelines. And in a statement, the company charged that its dealings with Transport Canada have been "rife with irregularities," adding that WestJet "expects to amply demonstrate a lawsuit" against the federal government. And even, however, disavowed the complaints. "We are not saying the aircraft were unsafe," he added, although he insisted that safety was "absolutely critical to determining whether the aircraft is in condition to fly."

Some analysts suggest that low-cost airlines in particular have had to contend—unfairly, in their view—with increased public concern about safety ever since last May's crash in Alberta of a DC-9 aircraft flown by ViaJet, a leading U.S. discount carrier. ViaJet argues that such tragedies affect the entire industry, not just cut-rate carriers. She acknowledges, though, that airlines face a challenge when they pass new prices as low as WestJet's \$29 one-way fare between Calgary and Edmonton. "The question is not the price. How can you do that?" she says. "And it's our responsibility to communicate to people that we are doing it by being ticklerless and not having meals and having only one type of aircraft—not by sacrificing maintenance."

WestJet has been nearly 5,000 flights in its first six months and claims to have filed 67 per cent of its suits on average—46 per cent in its busiest month, August. Certainly the lower fares seem to have contributed to an increase in air traffic across the industry this summer. That officials for the major carriers say that, overall, maintenance expenditures in the domestic market this year have cut into their earnings. "What reason to be seen," says Kym Robertson, manager of corporate communications for Air Canada, "is the year-round impact." Spring and summer are the busy months, when leisure travel is at its peak. In the fall and winter, airlines must rely more heavily on business travel. "I would expect heavy fare wars during the winter," says Leon Goldstein, an assistant professor of management at Montreal's McGill University who specializes in transportation.

WestJet officials say they are in a strong financial position to overcome their current difficulties, adding that the company has already earned \$2 million in profit and has \$10 million in the bank. But the company faces a moral challenge—enduring the lean, cold winter of the same time that it copes with the fallout from its late-summer shutdowns.

WestJet officials described the problem as one of paperwork. "It is not a safety issue," ViaJet said. She added that the company was operating under what it believes are appropriate guidelines. And in a statement, the company charged that its dealings with Transport Canada have been "rife with irregularities," adding that WestJet "expects to amply demonstrate a lawsuit" against the federal government. And even, however, disavowed the complaints. "We are not saying the aircraft were unsafe," he added, although he insisted that safety was "absolutely critical to determining whether the aircraft is in condition to fly."

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MARY NEMETH in Calgary

## BUSINESS

# Down, but not out

When WestJet took to the skies on Feb. 28, the Calgary-based airline was the new kid on an already competitive block. Over the years, a succession of small carriers have tried and failed to gain a foothold in the Canadian market. But WestJet sawed it to make its mark, offering short flights at low fares that would draw air travelers to the air for as little as the former world, and WestJet seemed to be enjoying solid success. Last week, however, the airline suspended all of its flights between some Western Canadian cities and a disagreement with Transport Canada over maintenance records. A day later, Transport Canada warned that it could suspend WestJet's operating certificate within 30 days unless the company reverses the way it monitors aircraft maintenance.

At WestJet's end, WestJet engineers, computer and data-entry staff at the company's maintenance hangar in Calgary were working around the clock to implement a new record system. The airline said it will take at least a month before all four of the company's Boeing 737s are on the new system—but that it expects to resume flying one or more planes before then. Still, the shutdown, at least initially, seems a public relations nightmare. WestJet passengers were left scrambling to make other travel arrangements. The company offered to reimburse prepaid fares, while Air Canada and Canadian Airlines both agreed to accept WestJet tickets on a standby basis. WestJet spokes-

woman Shabban Vialet said that the company had received many calls from support but also noted that it had been a major challenge. "We have to earn the trust of our customers," she said. "We left them in a very vulnerable and inconvenient situation."

Before the shutdown, WestJet could rightly claim to have lowered the cost of air travel to Western Canada. Canadian airlines matched WestJet prices—said Air Canada in turn matched Canadian fares—on some routes. And the competition became even more intense on July 8 when another new service, Greyhound Air, took to the skies. Last week, Canadian and Air Canada plan to maintain their lowest fares while WestJet stayed on the ground. And some analysts said that if the company satisfies Ottawa's requirements in short order, the incident will likely not damage the low-cost carrier's long-term mobility.

The WestJet warning arose out of an audit that Transport Canada normally performs after an airline has been flying for six months. Transport Minister David Anderson said the audit "indicated that the procedures and management structure were not generating the records we need for our assurance of safety."

WestJet officials described the problem as one of paperwork. "It is not a safety issue," Vialet said. She added that the company was operating under what it believes are appropriate guidelines. And in a statement, the company charged that its dealings with Transport Canada have been "rife with irregularities," adding that WestJet "expects to amply demonstrate a lawsuit" against the federal government. And even, however, disavowed the complaints. "We are not saying the aircraft were unsafe," he added, although he insisted that safety was "absolutely critical to determining whether the aircraft is in condition to fly."

## WestJet voluntarily suspends operations



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Ross Laver



## Personal Business

### Building a better boss

**T**wo weeks ago, this column discussed how corporate managers can use criticism to maximize their employees' performance. But what about improving the boss's own performance? Is there any way of predicting which leadership styles are likely to be most effective, and which ones are ineffective?

There is, according to a growing body of academic research. Studies both in the United States and in Canada have shown that the personality of a senior executive can have a significant impact not only on employee morale—but on acceptance (or not) of almost group productivity and profitability.

One of the most frequently cited studies of leadership of effectiveness took place at the University of British Columbia during the early 1980s. One hundred and forty-four undergraduates were recruited to work on a project that was ostensibly designed to measure the practical business skills of commerce students. What the students

did not know was that their "bosses" were in reality actresses portraying one of three leadership styles, defined as charismatic, structuring or considerate. The charismatic leader stressed the importance of the project, inspired confidence in the students' abilities and encouraged them to be creative as possible. The structuring leader behaved in a more businesslike manner, explaining in detail how the work should be done. Meanwhile, the considerate leader emphasized shared responsibility and tried to establish an emotional bond with the students by conveying warmth, acceptance and support.

The results showed that people who worked under a charismatic leader generated more ideas and reported greater job satisfaction than those with structuring leaders. In addition, students with charismatic bosses performed at a higher level, displayed higher satisfaction and developed stronger bonds of loyalty than those with considerate leaders, despite the latter's efforts to be so subtle. "While it is true that considerate leaders make people feel good, that doesn't nec-

essarily translate into increased productivity," concludes Jane Howell, a co-author of the study and now a business professor at the University of Western Ontario. "In contrast, charismatic leaders know how to inspire people to think in new directions."

What exactly are the characteristics of a charismatic leader? Robert House, a business professor at the University of Pennsylvania's Wharton School who has studied leadership for more than two decades, says that such people—be only they value-based leaders—are able to motivate their subordinates by articulating a vision of an exciting, challenging future. They talk about the kind

**Studies show that the personality of a chief executive can have a major impact on profits and productivity**

of organizations they want their companies to become, setting high performance goals and expressing confidence in their employees' abilities to achieve that vision, even if it means challenging the status quo. Equally important, they demonstrate a high level of integrity, putting the company's goals ahead of personal ambition.

That's the theory, but how does it stand up in the real world? In 1992, House and two other researchers, David Moldavan and Louise Aimee of Arizona State University, launched a still-unpublished study of 49 U.S. and 49 Canadian corporations, including Northern Telecom, Molson, Gulf Canada and Manulife. By asking questionnaires to senior executives at each company who reported directly to the chief executive officer, the researchers were able to rate each CEO's charisma and compare that to the company's financial performance. Selfly, the need to guarantee anonymity to the participants means that we will never know how, for example, the recently departed CEO of Molson, Mickey Cohen, stacked up against Paul Stern, the former boss of NorTel, on the charisma scale—certainly neither company was a stellar performer at the time of the study. Nevertheless, the researchers concluded that between 25 and 25 per cent of the variation in profitability among the companies was accounted for by the leadership qualities of their CEOs. Investors and would-be leaders take note: charisma counts.

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# MEXICO

## Business NOTES

### CLOSE TO A DEAL

Quintor Inc. said that it would not be preparing another bid for the Toronto Sun Publishing Corp., leaving the way open for a \$440-million employee buy-out offer to proceed. Rogers Communications Inc., which owns 60 per cent of the Sun, had reserved the right to wait until Nov. 8 for a final bid.

### COPPER LOSSES INCREASE

Suncor Inc. admitted its losses on a copper trader by its former chief copper dealer, Yusef Hamem, have soared to \$1.6 billion from \$1.3 billion. Hamem had been manipulating copper prices since 1989, before being caught last spring.

### LAIDLAW SELLS WASTE

Laidlaw Inc. of Burlington, Ont., sold its solid waste unit to Allied Waste Industries Inc. of Scottsdale, Ariz. for \$2.8 billion. Laidlaw chief executive officer James Dulack said the deal will allow the transportation and hazardous waste management firm to "expand its core businesses."

### CAMPEAU COMEBACK?

Robert Campeau, 73, the flamboyant Canadian property developer who went bankrupt after spending \$10 billion to take over a U.S. department store chain, is flourishing as a home builder in Germany. He is close to breaking ground on a \$60-million residential project south of Berlin.

### A BATON PURCHASE

In a bid to consolidate its hold on the CTV Television Network, Toronto-based Beacon Broadcasting Inc., CTV's major shareholder, is emerging with Electrohome Ltd. of Kitchener, Ont. The \$117-million deal will allow Baton to increase its stake in the network to 42.9 per cent from 38.6 per cent.

### MOTHER FIRES GRIFFITHS

Worleyparsons broadcaster WIC Western International Communications Ltd. was shaken by the firing of executive vice-president Frank Griffiths by his own mother, majority shareholder Emily Griffiths, Mary Parke, Parke's sister and a director of the company, says Griffiths' first son because his presence interfered with the search for a replacement for Doug Holby, who announced his resignation as president in early July.



Loewen opposed to the deal

## Loewen spurns a \$3-billion hostile bid

North America's two largest funeral home operators are going head-to-head in a fight to the death. Number 1 ranked Service Corp. International of Houston is waging a \$3-billion hostile takeover bid against its arch-rival Loewen Group Inc., based in Barnaby, B.C. But Ray Loewen, the company's chairman and founder, said he is not interested, even though the deal would put more than \$600 million in his pocket. "Money is not the only motivation in life," he said. "We are not a

funeral homes and 350 cemeteries, and spokesman Thomas France. The company commonly leaves the previous owners of its funeral homes in charge.

Last week, Loewen announced that, in a joint venture with New York City's Blackstone Capital Partners II Merchant, Backing Fund LP, it is taking over a major Los Angeles-based funeral home business, Rose Hills Co. Inc., at a cost of \$326 million. That, analysts said, will raise Loewen's value—and for stakes in the takeover battle.

## Appeal for less greed

Greedy is giving. Corporate capitalists must learn, says Eric Newell, chairman and CEO of Calgary-based Synovate Canada Ltd. Businessmen have a responsibility

to go beyond the bottom line, Newell told a meeting of Alberta business leaders. After all, it is in their own interests. "As much as we concentrate on profits and the bottom line, we need to realize that our ultimate commitment is to our ability to provide opportunity to all Canadians," said the University of British Columbia

business professor. Education and job training are in dire need of investment, added Newell, who recently joined the University of Alberta's board of governors. "Education is the one tool I can think of that serves this dual purpose of adding life, and creating the best business climate," he said.

## Hope on the housing front

No one would call it a boom, but Canada's housing market is showing signs of a gradual recovery. According to Canada Mortgage and Housing Corp., lower mortgage rates and high unemployment and declining real incomes are largely to blame, says CMHC economist Michel Laurence.





# Peter C. Newman

## The good and the ugly— Bégin vs. Boyle

**S**o much attention has been focused on Gen. Jean Boyle's well-documented confessions before the commission examining the world's Somalia affair that it's rare and profound by moving past him, a former Liberal politician has not received enough notice.

In his early days of testimony last month, Boyle portrayed himself as the innocent dupe of his scheming staff. That was how Canada's chief of defence staff chose to address the issue of his lapses in accountability, and he did so without exhibiting the slightest ounce of conscience.

In contrast, Monique Bégin, the former sociologist who served as minister of health and welfare for seven years under Pierre Trudeau, waived the immunity that Justice Maurice Krimmer had granted politicians who were in sensitive portfolios during the Red Cross/MDS crisis.

In a letter she sent to the judge last month, Bégin poured out her misgivings about her responsibilities and her responsibilities had included dealing with the advent of HIV infections in Canada. She stressed that, while three of her former department's officials had been "named" by the inquiry into the tainted blood scandal, she had been left off the list.

"If you have to lay the blame," she wrote, "I considered my duty to take my share of the responsibility. The notion of 'ministerial responsibility' is the cornerstone of our executive government. Justice is offended if people at the top are not held responsible for their actions, but employees at the lowest levels of the hierarchy are. Public opinion requires that those at the top be accountable."

Bégin, who now heads the health sciences faculty at the University of Ottawa, must have known that her was no symbolic gesture. In France, a similar inquiry resulted in the 1994 indictment of former prime minister Laurent Fabius and two former cabinet ministers, although they were never brought to trial. Yet, Bégin's decision to place herself in harm's way because she understands that authority brings with it responsibility, and that individuals at charge cannot escape blame simply by pinning the guilt of their underlings.

But that's exactly what Gen. Boyle has done. Nothing is my fault, he keeps trumpeting. It was my assistants who made me do it. This is a shoddy tactic for anyone in high office, but for the man in charge of defending the territorial integrity of this country, a chord on the criminal in the highly unlikely event that Canada was attacked by hostile forces, how could we place our faith in a commanding officer who passes the buck? ("Witnesses, we seem to have lost the Maastricht. These damn assessments of mine screwed up again.")

There's more to the character of the societies on whose behalf they serve. It is hypocritical but true that our collective survival as Canadians ultimately depends on maintaining water-

equity over our territory. The armed forces are charged with that task, and guarding our turf simply can't be delegated to a guy who can't even run his office.

Suspecting that Canada's defence establishment is no joke, the department as Canada's biggest employer and largest budget. Even with reduced budgets, the armed forces spends \$10.5 billion a year; has 62,000 regulars and 27,400 reservists spread among 33 divisions or Canadian bases, where the department owns or leases more than four million acres of land.

Winston Churchill once explained that armies are not like limited liability companies that can be retooled, liquidated or inflated from week to week. "An army," he noted, "is a living thing. It is built, it stalks, it it is hungry, it pines, it is burned, it grows weary, and if it is sufficiently disturbed, it dwells in strength."

That has been the effect of Boyle's testimony. According to our internal survey, his confessions have reduced faith among the military in their top leadership to a meagre 17 per cent. That's not surprising. The profession of arms demands a unique contract: that, given the appropriate circumstances, those who sign up will sacrifice their lives in the discharge of their duties. The unwritten clause demands that, in return, those in authority will be accountable for their actions.

Every study of civil land more recently, worsened under fire has concluded that they don't primarily risk their lives for their country. They fight for their buddies, upholding the psychological bonding that takes place within a regiment, ship or squadron caught up in common cause. Under Boyle, that bond has come unglued.

His awkward attempt to hide behind his underlings, coming as it did on top of the revelations that members of our crack airborne regiment had committed unspeakable atrocities against people they were sworn to help, has damaged the sacred reputation of our armed forces. The images that endure are the home videos of army recruits forced to swallow their own feces and the snapshots of the murdered Shabazz Amos, his head propped by a brass knuckle as though he were a trophy kill.

Such horrors don't fade. Neither does the TV image of Somalia inquiry commissioner Robert Mulholland, a former back communist, advising the defence staff: "When you issue an order, do you expect the forces to obey both the spirit and the letter of the law?" by replying "Yes, sir," the general cocked his goat.

If Defence Minister David Collette doesn't have the nerve to fire Jean Boyle, the defence chief must announce to the economy to resign for the good of the country he serves, or the Prime Minister should force him to do so. But in judging these events, we ought not to forget that politicians like Monique Bégin also decorate the Canadian landscape—and be proud.



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# Is Your Job Safe?

BY JENNIFER WILLIS

So at the meeting could have gone better. There was Mark Campbell, president of his own printing company, presenting to Kraft Canada Inc., executive level, in suburban Toronto. Initially, the meeting played exactly as Campbell had hoped. Campbell professes not to make his pitch to corporate lower-level managers and their ilk. There is a simple reason for this. Campbell is an outsourcing vendor, which means he contracts to take over a company's entire printing division, from making its posters to speeding divisions with little lights. If it is made from paper, Campbell is your guy. And he likes to pitch his talents to vice-presidents, because the folks lower down, in the trenches, tend to feel threatened by the outsourcing phenomenon. "They think we're out to take their jobs," he says.

By mid-meeting, Campbell thought he had laid out all one of those managers wanted in. "We said I was a strong, dirty, smoking scowling," he recalls, sounding as though he is underplaying the scene. Mr. Macquar remained Mr. VP. But Kraft Canada had all the services Campbell was promising, charged that the projected cost savings were inflated, and placed their terms, supplier remains, right in there with unbreakable promises. "Gosh, Campbell did not get the contract."

But he has two others, and has bet his future on the expectation that this thing called outsourcing is not just a current cost-cutting trend but a new way of doing business. In that, he is right. But as Campbell's Kraft experience shows, the move to outsourcing has workers worried. Canadian Auto Workers president Iwan Ilargovic expressed that most clearly in the CAW's scuffled match with Chrysler Canada Corp. in labor negotiations last week. "We're not going to accept putting our jobs up for sale," Ilargovic said. Employers, he added, have to adopt "a new principle of work ownership." In the end, Chrysler was willing to give the CAW a taste of that, agreeing to negotiate replacement work for union members when Chrysler has to spin its outside contracts with auto-parts suppliers. For Chrysler, the concession was not that substantial. The company has already moved forcefully to outsource—roughly 70 per cent of its vehicle components come from outside suppliers, a body competitive group that includes Frank Stronach's hyper-aggressive Magna International. Line down 500 Chrysler has also won plaintiffs for unit profits and has



Plastic parts plant in Norwalk, Ont. is in the car industry, outsourcing is a sensitive issue.

brought costs down—its worldwide operations claimed a per-employee profit last year of \$24,000. Nevertheless, CAW economist Jim Stanzel says the agreement marks a significant philosophical shift. "For 50 years, the labor movement has said management rights are management rights. You run the business, we'll negotiate over what you pay us for our work. Now, we want a say in how the business is run, at least as far as it impacts on workers."

For Ilargovic and the CAW, the next battle starts this week as talks move to Ford Motor Co. of Canada Ltd. and General Motors of Canada Ltd. The outsourcing issue is particularly sensitive for GM, far bigger than Chrysler but with a profit per employee of just \$12,500 last year. GM is under pressure to make top-quality vehicles faster if it hopes to compete on the world auto stage. Japanese automakers rely on production teams—clusters of related companies—to accomplish just that, individually using hundreds of suppliers to feed in pieces to what automakers see as their "core competency"—final assembly, distribution and marketing of trucks, cars, sport-utility vehicles and the ubiquitous minivan. Honda, by example, has been particularly nimble.

The Big Three have, gradually, moved that way too. To watch a GM assembly line today is to see a blue truck fling following a red Chevy Monte Carlo following a grey Chevy Lumina down the line, each being fit on a just-in-time basis with a bolt, then red, then grey outsourced steering columns. Chances are those steering columns are made by non-union workers. There is very little chance that those workers are getting paid wages on par with their union peers. "No one pays carplant wages," says the head of one parts supplier, preferring to stay out of the spotlight in a work that for his industry has been a public relations horror. His counterargument, which has often been expressed, is that if GM does not focus on its core business, it cannot hope to be world-class, and its future will be increasingly bleak. If the automaker ever closed a plant in Ontario, Ont.—GM currently employs 14,000 people in that city—"then you'd see news. That would really impact the Ontario economy."

But outsourcing is not just an auto issue and it is certainly not specific to Ontario. Some might argue that it is not even new. Haven't we always been work "outsourced," contracted out? And "we shared"? Didn't the Kelly Girl turn 50 this year? Yes. But this is different.

Perry Hornin is director of management strategies for the Yankee Group in Boston. Yankee does outsourcing research and helps connect outsourcing to customers. The term itself, which is becoming even for "outsourcing," was coined in 1980, when Eastman Kodak Co. handed over its information technology department to three providers, including IBM and Digital Equipment Corp. Computer companies, most powerfully Electronic Data Systems, the company founded by two-time U.S. president, stepped from Perot 34 years ago, have always been in the business of providing computer services for corporations. But the customer base was small: to medium companies that did not have the financial ability, nor the expertise, to do the work in-house.

"Kodak caught the eye of all of us," says

## CONTRACT WORK

Percentage of vehicle content manufactured by outside suppliers

GM	FORD	CHRYSLER
54%	68%	71%

GRAPH BY JEFFREY M. HARRIS

Harris, "because it was not small and it was not poor quality." The challenge to the marketplace was this: Why manage information technology in-house when it can be done better, cheaper, outside? And weren't there strategic advantages to be gained by getting outside experts to take on tasks that had been supervised by in-house personnel? And if Kodak can do it, having outsourced its standard product-line manufacturing at low cost, couldn't new services and quality—why can't we? Cost containment was an obvious benefit for Kodak, maximization of profit was the rationale for the vendors. Some companies seized the information technology also study for its surface solar coating. Loads of companies, says Frank Casale, executive director of the Outsourcing Institute in New York City, just "closed their eyes and pulled the trigger."

And so was born the first wave of outsourcing, with information technology as its engine. And, yes, the experts say, it has become a trend through a multitude of industries, from financial services to office equipment—big savings is that, says Harris—from human resources to trucking. The arrangements are customized for employers from one to 30 years and, says Harris, are constantly evolving. In information technology, he says, vendors have even started writing software for their customers, the likes of banks and insurance companies, a handyway that not long ago would have been considered heresy.

The question that everyone wants answered is, what happens to the workers when their jobs have been off? In the case of Kodak, 1,400 people had been employed in-house in data processing. Roughly half of them moved over to the computer companies. But there was scant change to their wages and benefits, despite the view that being outsourced necessarily means getting one's wages pegged.

Harris says employee transfers are common. And he adds that union contracts have, in some cases, been transferred with them. But there are no statistics yet to indicate whether outsourcing acts down to job loss, job growth, or a mix. "Because it's corporate management that's seeking it," says Harris of the outsourcing, "the employee's initial reaction is that it's another euphemism for downsizing."

Now that a term that workers are intensely acquainted with, John Challenger, vice-president of Challenger, Gray and Christmas management consultants in New York, dramatically points out that downsizing in the United States is up 24 per cent so far this year over last year. Challenger asks the question that cannot be answered: "Are there going to be an equal number of good companies that take care of their employees and put their needs first?"

In his book *The End of Work*, Jeremy Rifkin, head of the Washington-based Foundation on Economic Trends, offers this bleak vignette. "Typical is the case of the former gasp filter employed by U.S. Steel at the Gary Works. He earned \$13 an hour and enjoyed a generous retirement benefit package. After



● Air Canada machinists, from now on, the 747s will be repaired by Air France

being laid off, he was only able to find a job for a small sub-contractor at \$3 an hour with no benefits. His new job was making parts for his former employer."

That is the kind of anecdote that rings insistently true. So it is no wonder corporations are hypersensitive about how news of outsourcing will play to the media and file. "The sensitivity has to do with the perception of outsourcing as a job killer," says Casale. When Blue Cross-like Blue of Massachusetts announced a transfer of its data processing technology deal with Electronic Data Systems in 1992, workers were given a week's notice. In this case, it was the transferred workers who were peeved, launching a class-action suit against their former employer for not offering incentive packages to all. They won the case.

Henry Harris says such treatment is rare, and goes on to make the case that outsourcing can be good news. "If you're an information technology person working for an insurance company or a bank, you're in the minority, a specialty (as an area that's not the business of the company)," he says. Caught placed in an information technology

## THE OUTSOURCING BOOM

A survey of 103 multinational companies in North America and Europe found that 85 per cent now contract out one or more functions. 93 per cent are likely to do so within three years. The most commonly outsourced function was legal work, followed by transportation and information systems management.



ogy company, he says, presents opportunity for advancement and even chances of wage enhancement. Many people do well by outsourcing. But not, he adds, "the oldskies."

To globalization's shock troops, to cost off. Nothing like having one's employer practice one to be "anyone," only to have it all. The old-line hawk may insist in a transfer deal that benefits be maintained. Deals have fallen apart over this, he says. Workers hate to make promises to one customer that are inconsistent with deals it has struck elsewhere.

There are no figures available to illuminate whether in the

tract to keep workers for six months, maybe a year, but not longer. The vendors want to be able to shift employees as quickly as possible," he says flatly while keeping those denied any. And then there's the issue of a firm's identity," says Raymond. Take an old-line bank. As a 30-year employer, there, vested benefits and all. The old-line bank may insist in a transfer deal that benefits be maintained. Deals have fallen apart over this, he says. Workers hate to make promises to one customer that are inconsistent with deals it has struck elsewhere.

And there are outsourcing arrangements that are simply bad news all round for employees. Ray can now add recently in which a company shifted its software maintenance not just offshore, but offshore, to India. The whole lot was terminated.

## MONEY IS THE HEART OF THE MATTER. AND WORKERS, AS CONSUMERS, PLAY A BIGGER ROLE THAN THEY IMAGINE.

Conversely, when Air Canada recently announced that it was outsourcing the maintenance of its Boeing

747s to Air France, it quickly drew close that it would be "outsourcing" the maintenance of half a dozen 767s. The company called it simply "a strategic shift in aircraft maintenance."

A most common example can be found in Xerox Corp. The company brought its outsourcing department Xerox Business Services to Canada in 1990. Since then, it has moved XBS into 30 companies across the country the likes of the livestock group in Winnipeg. And while Xerox talks about the business of managing documentation in complex terms, what it really means is that they run print shops and add money for companies like Incentive. For Xerox, "managing the document" is, yes, its core competency. For investors, which would really concentrate on selling mutual funds, document management is distinctly non-core.

Xerox is really just a bigger Mark Campbell. What Campbell does is take on a company's entire printing portfolio, which, when added to other contracts, is now Campbell's business. It is an extremely strong, growing business of scale. At Nelson Companies, Campbell's biggest client, each brand manager from Coca-Cola to Kraft, was shipping out individual poster projects to preferred design studios. But all in all, Nelson was printing two million beer posters each year. "There was no segmentation of buying power," he says, adding that his company had completed 30 million, a third of an old printing job, annually.

Money is the heart of the matter. And employees, as consumers, play a bigger role than they may realize. "The cause of this issue is now buying behavior," says the Outsourcing Institute's Casale, taking the story back to the auto shops. "George like you and I want to be a high quality consumer out. With the global economy the automobile manufacturers are not only forced to be the best and cheapest in the United States, but the best and cheapest in the world." And to re-examine what is "core." An auto parts manufacturer puts it, GM was once so strongly that it generally wanted to make the car out of the ground, which would make the stainless steel, which would make the car, and so on. Find out assembly is either dismembered or consigned.

But as Casale says, to blame the problem on outsourcing is to blame the pall for the roof leaking above it. That's an interesting metaphor. Corporate kangaroos have seen the division, that division, their print division, as a result. Mark Campbell sees this as a potential profit centre. And despite the Kink folios, he is feeling upbeat that others will soon get it. He has an RFP—that's a request for proposal—in at all of it. The contract is for \$10 million. But I can ensure that business," he says. If only he can keep the middle managers at bay. □



● Campbell (right) checking a poster for Nelson's pitching to vice-presidents

long-run workers who or lose. Richard Raymond, a New York attorney who has done the legal on numerous outsourcing contracts, and who says the billion-dollar deals are as complex as any merger or acquisition, says transferred employees usually get wage parity at least for a limited amount of time—often six months. "Ultimately, employees begin to fall within the wage rates of the employer," he says. Others that mean lower wages. Sometimes it means the blame, particularly in a warrier field housed or burned moved out of the back office of a disinterested employer for whom their work was simply part of a cost center, to a dynamic vendor where the work is a profit source.

Raymond concedes that employee morale is a huge issue. Neither party wants to lose the laundry for not taking care of the workers. What is common, says Raymond, is that the vendor will con-

BY JENNIFER WELLS

**F**rank Stronach is painting the toes of his black reynolds cowboy boots in the air, leaping his way through the muck of the feed-down he holds every year near his Beechwood Farm, north of Toronto. He is dressed all in black, with little lost artillery shells running around the head of his cowboy hat. He has posed the sleaze of his jacket to show tonight, giving him the pose of the Big Stronach of the 1970s, someone who might be caught dancing under a disco ball. Which Stronach used to do.

Tonight, Stronach is trying to be very Nicolas. He has paid for Cape Breton fiddler Aubrey MacIsaac to entertain a crowd of 4,000-plus, crammed under tents

while the outcrops of Hurricane Fina tear the grounds outside into a Woodstock for cars. The tent cover does not help much, as one minute, shed in sunlight—I can see the tent, but I can't get in it—I get soaked by the wind. Two guys in plaid shirts are tearing down the macramé to Bogie. Wayne Gossel-Doe from Wham! MacIsaac opens, looking very joyous that for that black tent he has pulled down over his head, the Stronachs, Elfrède and Frank, move to the dance floor. It can be reported that Elfrède steps a fine line, but cutting the figure of a possessed wood fairy. Also, he has a deliciously leering self-willed air of corporate beauty, a woodwardly jacking hammering his boots into the plywood.

Six years ago, it was Stronach's company, Magna International Inc., that was being greeted to dust, beaten by a billion-dollar debtload and the onerous weight of government charges. The conventional wisdom then was that Magna was going down. But there has never been anything conventional about Stronach, and damned if he didn't keep his auto parts company from the shelves at those early bankers. Back from the bank, he then went on to build the largest auto-parts supplier in the country, one of the top 10 in the continent, with 300 manufacturing facilities spread higher and yon, 26,000 employees, and plans now, through European expansion, for international auto-parts hegemony. The guess, he says, is nothing less than "global economic warfare."

Now know this as well as the country's unnamed autoworkers, who have ridden with the Big Three Canadians as each has attempted to keep pace with a busy

competitive global marketplace. Seeking "cost containment" and "efficiencies," the Big Three, led by Chrysler Corp., have outscored huge clouds of steel to studies, mostly non-unionized, suppliers. Last week, the Canadian Auto Workers union won major concessions in contract negotiations with Chrysler Canada Corp., a template for the auto's talks with Ford Motor Co. of Canada Ltd. and the far more troubled General Motors of Canada Ltd. Starting this week, the CAW will again try to make the case for such ownership and seek to stanch the flow of outsourcing.

For every loser, there is a winner, and while myriad companies have benefited from the outsourcing trend, none in this country has been as successful as Magna, weaving business that will take it to \$6 billion in revenues this year, putting it in the company of Honda's Bay Co., which has been selling blackouts

# MAGNA IN OVERDRIVE

NO CANADIAN HAS PROFITED FROM CONTRACTING OUT AS MUCH AS STRONACH

for 326 years. And secretly so. Friends and erstwhile beginnings, back when a tour of a north of Toronto Magna plant would show unexcited ladies inspecting their linchpins, the company has aggressively pursued advances in engineering and design that in some ways have made it an industry leader. It used to be that suppliers like Magna simply manufactured parts to an automaker's specifications. Later, the design moved in-house, with Magna supplying parts to its own blueprint. Then came sub-assembly. Today,



## FIT FOR A KING

Canada's highest paid executives (total compensation, including bonuses, for the fiscal year ending in 1992)

1. <b>FRANK STRONACH</b> , chairman, Magna International Inc., Markham, Ont.	\$47.2 million
2. <b>GERALD PENDER</b> , chairman and CEO, CIBC Corp., Laval, Que.	\$13 million
3. <b>DAVID WALSH</b> , president and CEO, Inco Minerals Ltd., Calgary	\$12 million
4. <b>PAUL DEBARBARIS SR.</b> , chairman and CEO, Power Corp., Montreal	\$5.7 million
5. <b>STEPHEN HUNNAN</b> , president and CEO, Vancouver Credit Group Inc., Toronto	\$4.3 million

Reprinted on May 30, 1993.



Stronach with one of his horses at Toronto's Woodbine Racetrack, a winner

Magna supplies not just pieces of a door but the entire component—consisting of an inner panel, an outer panel, a lock, a handle, a piece of glass and a frame—which it feeds in a just-in-time basis to the car companies. From the seats of the highly successful Chrysler minivan, to the head it has grabbed in hydroforming technology—water-molded auto parts that reduce air weight and hence increase fuel efficiency—Magna has been there. And despite recent union conversions, the evolution of the relationship between auto-parts manufacturers and the stringent car companies is far from over. So far this year, Magna has spent \$330 million on negotiations, and has another billion or so on the bank to help finance the continued spending spree. "It's a big bet, but company," says Stronach. "People have no idea how big Magna is, it's big."

Stronach believes his company has been the single largest private-sector creator of jobs in the country in the past decade. And he argues that the "compensation package" received by those workers is industry-competitive. According to the CAW, wages for auto-parts workers in union shops range from approximately \$12 to \$24 an hour, at non-unionized plants the wage is roughly \$6 to \$18. Magna will not dispute precisely what it pays its workers. "It's a very sensitive issue," says an executive there. "Behind the structure of labor rates lies our success." Then he adds: "The unions don't understand the unique culture we've got." Part of that is profit sharing: 10 per cent of pre-tax earnings goes to employees through a deferred stock plan (seven per cent and cash (three per cent). Last year, a 13-year Magna employee making \$25,000 received \$2,394 in cash, \$2,182 in shares. CAW president Dave Haworth denounces the "paternalism" of the Magna culture, its "cheap labor," the "generosity" of its compensation package. But he does concede that in the overall scheme of things, Magna is at the top of the heap for a non-unionized company. "A job today is a pretty damn good thing in the auto industry," he says.

As for Stronach himself, he is frequently one of the most richly compensated executives in the country—more than \$47 million last year. (Think of the name, says Stronach.) Thirty-five years ago, when he and Elfrède arrived in Toronto from small-town Austria, Stronach had nothing but his tool-and-die skills. Now, he owns a castle outside Vienna, from which he leads the European advance. "I needed a very large piece of land, it just happened there was a castle on it." In Kentucky, he raises thoroughbred race horses near a town called Versailles. (In "Versailles," as they say, a touch of Arab shies like a spectacular thoroughbred farm and Queen Elizabeth still boards a few horses there in the county.) He raises them at Ontario, too—the total home head count is close to 200, 150 of these race horses. He recently bought



production, says Stronach. "We are a virtual car company except we don't make cars." Well, not quite. Gerry Mischel, director of research in Toronto at Griffiths McFarrey & Partners, believes the automakers will forever want to control the power train—the engine and transmission—since it is the overall look of the car and the distribution. But all else can, and is, being ceded to outsiders.

In January, when Ford unveils the Lotus in Northstar sport-utility vehicle at the Detroit auto show, its bare interior, more than \$5,000 worth of content, will have been "preprogrammed" by Magna. Mischel sees that as an interesting experiment. "Ford is taking a lot of risk," he says. But the truck being taken in small doses—the Northstar is a small-volume project expected to run under 80,000 units a year. If the program is a success, says Mischel, that could be the first step towards other platforms with higher volumes.

Is there, says Walker, "a place where everything we make, from seats, to body structure, to mirrors, interior panels, transmissions, bumper systems and air bags, we could get our content to \$5,000 on a \$25,000 car?" Walker is not suggesting that is going to happen tomorrow. Part of the evolution in the industry will see car companies creating fewer platforms.

With, say, half a dozen cars being spawned from a single chassis that source possibilities for car companies like Magna, he also sees that building the right platform will become increasingly crucial. And that means driving right on what the customer will want to buy three years hence. "Someone who says trucks are important right now, well that's kind of true," says Dennis Busch, the company's executive vice-president of marketing and planning. "Can someone tell me what's going to be the hot segment in 2003?"

Magna bet right, big time, on the minivan project. Twenty per cent of Magna's revenues last year came from the Chrysler group of minivans, with the company accounting for \$1.4 billion in content in such cars every vehicle. Chrysler's minivans were so successful that the Windsor plant went to a third shift. One could make the case that this time, outsourcing worked to the benefit of the CAW workers. "Part of the outsourcing was aimed at improving the quality of the components that made the minivan so successful," says CAW economist Jim Staudacher. "That guaranteed our jobs. Clearly, you have to be stupid to argue with that."

On the other hand, not all outsourcing contracts have worked well for Magna. The company blundered in the late-1980s with the Chrysler Eagle Premier, which was projected to sell 200,000 units but instead hit a per annum high of 60,000. Busch doesn't call the word "blunder" his prefer. "It was an acceptable outcome," and blames the failure on the "French third thing," referring to the car's European cosmetics and "unusual" interior.

So Busch, who is a senior fellow at a 1999 Ford Future with a comfortable heading that killed just the truck, scrutinizes consumer preferences. He thinks the sport-utility market is likely to plateau, particularly in the high end. "How big can you go, and how long can you go, before someone says, 'Stop?'" He is not much into

## GOVERN

sports cars, given the way they tend to fall off a cliff after their initial launch. He tries to figure what the older crowd will buy. "You have to be careful. I don't think getting the 16-to-24-year market excited is as lucrative as getting the older crowd excited." He studies navigation systems—"You want to go to Fourth and Sheppard, this tells you the best way to do that"—will be "in 30 to 40 per cent of vehicles, for sure." He says Magna, with a car company he will not name, tried to design a hybrid station wagon, with a solar back end. They called it the Martha Stewart Optima, for it had enough to do more than to do, yes, cruise. The automaker killed the project dead. On the other hand, Magna has played a lead role in engineering the so-called Swatch motor-car, a Germaine Swiss co-venture that comes to market next year.

Such are the small, strategic strokes of Frank Stronach's empire. He seems content now to allow the North American operators to run relatively free of his influence, though the family trust remains a heavyweight on the company's shares with 64 per cent control. What matters most, Stronach suggests, is that what he has built here so far is aligned with his personally crafted corporate culture.

A cornerstone of that culture is Stronach's anti-union ideology. The sharp and Frank Stronach or Magna will never participate to dismember labour organizations," says Stronach. The CAW argues otherwise. Through the Magna engine, a national plant, a sleeping spectre in St. Catharines, Ont., that employs 63 workers, has been certified by the CAW. Last January, a certification petition was passed through the plant. The CAW will discover that Magna management went

was behind the drive. In April, the CAW barely hung in by a vote of 31 to 29.

Had a dozen campaigns have been carried out by the CAW on either Magna plants. Now has been successful. In the spring of 1992, as the automakers tried to organize the company's long-term plant in Windsor, Ont., where all three unions were at stake, Stronach personally reminded employees in a letter that "no union and no government" can guarantee jobs. "Your best guarantee of job security is to build a quality product at a lower price so that you remain competitive globally.... Until the CAW demonstrates that it will abandon adversarial management-employee relations, I would advise you, in your interests, to vote NO UNION."

The long-term employees strongly voted exactly that in May 1992. The CAW has not, of course, given up. "I think one day we will organize Magna," says Massimo Marone, national director of organizing for the CAW. "We will see Magna in our union under a master agreement."

This seems unlikely. "Realistically speaking, they treat employees better than most non-union employers," says Jim Staudacher. "That's one of the reasons it has been hard to crack Magna."

Stronach laughs. He says he is going to triple the size of his company, to \$20 billion in revenues. That will mean more jobs. More wealth creation. And Stronach promises to share. "The success of life can only be measured by the degree of happiness you reach. But let me tell you, it's a lot easier to be happy if you just have money."

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## Cricket on the road

Wherein Iqbal's grocery store was open for business in Toronto and end, but the customers were ignoring the fresh goat meat and veal morsels. Instead, they leaned against the worn counter or sat on overturned barrels, nervously about the events unfolding on a small black-and-white television perched high on a shelf. Their sight was interrupted only by the telephone, which rang incessantly. Iqbal, with out-biting his eyes off the screen, nursed worried coffee—who were at work some where in the city and unable to watch—that Pakistan was closing the gap on its arch-rival, India, in a hotly contested cricket series played in Toronto last week. Hardly the top item in Canadian sports pages, the five matches in fact formed one of the great global sporting events of the year, broadcast to two billion people on three continents. Unable to resist phoning Lalore, Pakistan, to find out if his parents were watching at the same time as he was, Iqbal had his knees rapped, long-distance. "They told me to get off the phone," he said with a chuckle as he hung up. "They didn't want to miss anything."

Across the busy street from Iqbal's store on Gerard Street East, an avenue lined with businesses catering to the city's large East Asian population, the doors were locked at

Variety Jewellers. Owners Anshad and Anjad Malik had done something normally unthinkable: they closed their shop and were sitting in the bleachers at the venerable Toronto Cricket, Stirling and Curling Club, a world away in maple-leafed, white-furred North Toronto, watching the national team of India and Pakistan battle it out for the Sahara Cup—the first officially sanctioned international matches ever held in Canada.

The atmosphere at the normally sedate club confirmed that something extraordinary was afoot. Security guards patrolled the grounds while broad-shouldered bodyguards with cell phones kept fans away from a green and white tent where Sanyas Roy, the wife of Sahara Corp. chairman Sanyas Roy Sanyas—the event's sponsor and one of India's most powerful businessmen—chatted with visiting dignitaries. Sanyas Roy, dressed in a flowing purple and white sari, had expected to find a vast stadium filled with cheering fans, but instead the players were played on a small, tree-lined field before sparse crowds. Still, she said she had spoken to her husband in Lucknow and was assured that all of India was watching. "The cricket has been great," she said as she pointed to her

some watching intently from lawn chairs on the sidelines. "We will be back next year." Explosive political tensions in the Asian subcontinent make it all but impossible for the two teams to play each other there. So the five Toronto matches—three early in the week and two scheduled for the weekend—were a rare event in the world of cricket, a game that influences passions throughout most of the former British empire—Canada being the notable exception. India-Pakistan matches on their own have rarely been tended to produce rioting, torched stadiums and other acts of violence not normally associated with the most peaceful of all sports. Enter International Management Group Inc., a Cleveland-based international event management company which took five years to find a way to give the world's cricket fans a treat they craved. Looking for a cricket facility in North America that would allow them to broadcast day games live to massive evening audiences in Asia and South Africa, they settled on the Toronto club. As the only population-sized facility in North America capable of staging the event, it will host it for the next four years.

For Pakistan and Indian-Canadians sitting in the stands behind their respective flags, it was the sporting event of the decade. "I couldn't sleep because I went twice and cried," said Anjad Malik, as he shook his disappointment to the Pakistan side. "These are the best players in the world." For the first time in their lives, some had a chance to see such living legends as India's top batsman, Sachin Tendulkar, and Pakistan's ace bowler, Waqar Younis. "Pakistan has been left behind," said Farooq Hayat, a tennis salesman from Lalore who dropped in on the matches from a U.S. business trip.

As he spoke, a group of Indian fans broke into a cheer that drew hoists of tension from their rivals. Even so, Rohini Bhatia, an Indian student from London, observed that the two groups were behaving quite civilly. "In London," he said, "there would be police and a fence between the two groups." Apt Jain, associate editor of *India Abroad*, a North America-wide weekly newspaper, said that once Pakistan and Indian cricket—officials chatted amicably before the matches.

In the end in Toronto, half a world away from their countries' mutual enmities, the two teams, and Pakistan vice-captain Asim Sohail, actually looked forward to meeting each other. "If there is tension, it is usually among the crowd," said Sohail. "We are very good friends with the Indian players." As most of Canada paid no attention, crickets of the hour on the Indian subcontinent scored the moment.

TOM HINNIGEL

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# People

Edited by  
BARBARA HICKENS

## The fine art of fine wine

It is the kind of deal any artist, not just a starving one, might jump at: do a drawing, receive a case of Chateau Mouton Rothschild wine. And since 1945, some of the most famous artists of the 20th century have done just that. That was when Baron Philippe de Rothschild asked French artist Philippe Jullien to design a decorative label celebrating the Allied victory in the Second World War. Contributors as diverse as Salvador Dalí, Henry Moore, Joan Miró and Andy Warhol have all designed Mouton labels. Since the baron's death in 1966, his daughter, Philippine de Rothschild, has carried on the tradition. He turned to recently to launch the 1994 vintage and its label by Dutch



Rothschild with Appel/Alamy/Steve Granitz

artist Karel Appel. Rothschild said not all artists took the task seriously. "Miró worked very hard, but some," she added, "just scribbled something on a napkin."

## Baseball's stunning Japanese import

Plenty of North Americans have done well playing baseball in Japan. But now a Japanese pitching sensation with the Los Angeles Dodgers is fanning hopes in his home country of reversing the trend. Last week, right-hander Hideo Nomo pitched a rare no-hitter, leading his team to a 9-0 victory over the Colorado Rockies. Not only that, Nomo—the National League's rookie of the year in 1995—did it in the Rockies' Coors Field, a hitter's dream of a park where the first air conditioner ball travel. But Nomo, 28, speaks through an interpreter, was modest about his accomplishments. "Only in the night among MLB I think I had a chance."



Nomo: modest about his feat

## The strange truth about fiction

Toronto writer David Eddle once had a dead-end job in the letters department of New York City-based *Newsweek* magazine, quit and fled home to Toronto, where he held a series of menial jobs—including one as a ghost messenger for an administrative assistant—until then held a well-paying, but deeply unsatisfying short stint as a television news writer for the CBC. In Eddle's hilarious first

novel, *Chump Change*, David Henry has precisely the same misadventure, except he writes TV news for the Canadian Broadcasting Corp. So is *Chump Change* fiction or autobiography? "That's why I named him David Henry, it's half fiction, half reality," says Eddle, 35, who, in fact, is back at the CBC "computer whizz," only this time as a producer for CBC Radio's *Sunday Morning*. As for any of his friends and family who see themselves in the book, Eddle has no explanation. "The reason I set out to make fun of is yours truly."

Go: You just so glad I'm not the ruler!



## Special-effects wizardry

In the television show *FX: The Series*, which debuts this week on CTV, Toronto actress Christina Cox portrays a computer geek. And as far as Cox is concerned, that is a great role for a young woman in the 1990s. "I'm just so glad I'm not the girlfriend or 'the victim,'" she says. Instead, she plays Angie Ramirez, an expert in computer-generated special effects who uses her skills to help her mentor, special-effects wizard Rollo Tyler (Cameron Duddie), and his friend, Det. Leo McCordy (Kevin Donohue), solve crimes. But in a series that relies so much on special effects, Cox says the true stars are the real technicians. "I just have to make enough sense to convince an audience," she says. "They have to really blow things up."

## Fantasy and reality

After more than 22 years of playing together and selling more than 500,000 albums, Russell Garcia and Keith Glass still seem genuine. "It's amazing the success of *Private Dancer*. And now the Toronto-based country music group, which also includes Jean Rene, Dennis DeLorma, John P. Allen and Robbin

Husznik, has just released its fifth CD, *Blue Plate Special*. "Somewhere along the line, we realized we were making a living doing things we love to do," says Garcia, lead singer and bass guitarist. Adds Glass, who also sings and plays guitar: "We achieved things we could have only fantasized about."

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## The unkindest cuts

CBC NEWS



Royal Canadian Air Force: recent defence reductions

**P**remier Beatty was smiling as he entered the plush Toronto hotel room. And as he concluded his speech to reporters last week, it was clear that he was trying to spin the radical changes at the Canadian Broadcasting Corp. into a good news-bad news proposition. The unkindest news is one referring to the "business model" of the CBC, by making English television air Canadian by 1996 and decreasing the service's reliance on commercial revenues. "We now have a plan in place to take the CBC into the next century," declared the CBC president, "to get on with the business of bringing an over-whelmingly and distinctively Canadian public broadcasting service to the people of Canada." But along with that forward-looking statement, Beatty had some undeniably bad news: budget cuts of \$222 million, resulting in sweeping changes to radio and TV operations and the loss of as many as 2,500 jobs by April, 1998. "This is," said Beatty, in a remarkable change of tack, "a very painful day."

It was, indeed, a day of mixed messages. Beatty's speech—approved by the CBC board of directors—proposed a reorganized CBC that will be all-Canadian, but much smaller. A CBC that will be steered by an public-service mandate—but which will run more commercially, and run them in progress that previously had none. A CBC that will renounce its commitment to servicing the regions—while meticulously gutting regional budgets. Even the operators of who would lose their jobs and which radio and TV programs would be axed—was seen constantly will be—criminally open, by determined in the coming weeks by the CBC's division heads. And no past speculation over who would live or die, the only certainty

## The CBC set to downsize—will it survive?

was to emphasize current affairs and to focus news rather than regional events—an acknowledgment that, in most markets, the CBC's local news shows long ago lost the ratings war to private stations. On the network, arts and entertainment programming will be produced only out of Toronto, Vancouver and Halifax.

Beatty told Maclean's the CBC is not abandoning its mandate to reflect regional concerns and issues, but "what we need to do is ensure that we protect our ability to give a national reflection of the country that we are giving the priority to our national services." And

seemed to be that the CBC will never be the same. And Beatty's attempts to sound positive impressed neither the broadcaster's supporters nor its critics. "The board of directors has been giving a dirty job by the Liberal government," said Jim Merriman, spokesman for Friends of Canadian Broadcasters. "Today, the deed is done." Declared David Scottville, president of the right-wing National Citizens' Coalition: "The CBC should be privatised rather than suffer the death of 1,000 budget cuts."

Phased in over the next 18 months, the cuts will bring to \$414 million the total CBC budget reductions, which were first imposed by the Liberal government in 1994. The cuts will affect every aspect of the national broadcaster, whose current budget, including ad revenues and parliamentary distributions, totals about \$1.4 billion and includes 8,000 employees. English-language CBC Radio

will lose one in three staff positions—about 500 jobs—and budget cuts will total \$24 million. Program budgets for CBC Radio will drop by 28 percent. No regional stations will close (over half the network's budget will still be spent on those stations), but their spending will be decreased according to market size. French-language programs will be cancelled. French-language radio stations, meanwhile, will drop by \$89 million, to \$62 million, with 230 jobs eliminated from the existing 831, and French-language stations in Vancouver, Regina and Edmonton will be reduced to barebones of the main network. The French television wing will see a budget decrease of \$70 million, with staff reductions of 264 employees, or 30 per cent.

The broadcast film programming area, however, as English television. Staff there will be cut by 38 per cent over the next 18 months, with 1,225 jobs lost. By April, 1998, the total budget for English TV will have fallen \$171 million from 1995 (1997—\$8.4 per cent)—the year the current round of cuts began. As with radio, English TV will not close any regional stations, but their budgets will be severely reduced. They will produce only local news programs, re-

turning to emphasize current affairs and to focus news rather than regional events—an acknowledgment that, in most markets, the CBC's local news shows long ago lost the ratings war to private stations. On the network, arts and entertainment programming will be produced only out of Toronto, Vancouver and Halifax.

Beatty told Maclean's the CBC is not abandoning its mandate to reflect regional concerns and issues, but "what we need to do is ensure that we protect our ability to give a national reflection of the country that we are giving the priority to our national services." And those national services will also change drastically. The most noticeable difference for viewers is as of September 1, 1998, almost all CBC programming—including daytime—will be Canadian. (A few foreign shows, including *Coast to Coast*, will still air.) But, Beatty said, "brings as much closer to our mandate and makes good business sense" by creating a more distinctive identity for CBC on the air.

The CBC strategy includes a much-needed determination to concentrate on the public-service value of shows rather than on their revenue potential—to retain, Beatty said, "our viewers and listeners as citizens rather than as consumers." Ironically, however, the effect of that strategy is not lower commercialism, but more, as the network will increase its advertising by about two per cent. As a result, ads will air in *The National* and other formerly ad-free news and current affairs programs. The news will generate an estimated \$20 million in extra income. But that will hardly be enough to compensate for an expected five-year loss of advertising revenue of about \$100 million of dollars. "We understand that we're going to take a hit in the short term," Beatty told Maclean's.

The bigger question is whether in the long term, viewers will turn back to the CBC and all-Canadian is far. Beatty says that the corporation must make that gamble if it is going to survive. "We will live or die by our Canadian programming," he declared. And the president seems confident that Canadians will respond—maintaining to the status quo of the century show the *Royal Canadian Air Force*, which draws up to 1.8 million viewers weekly, as evidence that domestic television production can have a wide market. "The *Air Force* is our most popular show, and it is something that appeals to everyone—Boys love it," he said. "We have to be a part of the present."

If it fails, the new CBC strategy may be remembered as the last gasp for the 60-year-old corporation—a national public broadcaster that tries to be all things to all Canadians. And many observers remain skeptical that it can hold its own in a market where such highly profitable programs as *24/7* are being made to keep everything going, but everything is being weakened.

Beatty said former CBC president Tony Munro, whose book *A Dream Betrayed: The Battle for the CBC* comes out this month. Munro puts the blame squarely on the federal government. "One of the biggest mistakes that we made in the past was changing the CBC's mandate," he says. "It just behooves me to suggest that we can keep the same expectations and keep cutting the funds—after a nervous circle."

What is needed to renew the corporation, Munro adds, is political will. But in the last, since 1996, that commodity might prove just about as rare as a job at the CBC.

JOB CHIDLEY with DEANE TOWNSEND in Toronto

## 'I want my kids to tune in to the CBC'

After announcing massive layoffs and budget cuts last week, CBC president Patrick Stottlemyer says with Maclean's Senior Writer Jon Chidley about the changes ahead for the public broadcaster.

**Maclean's:** What is the strategy behind an all-Canadian English-language TV network?

**Beatty:** I think the first and most important thing is that we have a corporate identity that's clear in people's minds. Our identity has become a very important thing, and I think it will become much more clear. What we have to do is keep our nerve, keep our sense of vision—



**Beatty:** 'We've got to be in a position to move, keep our sense of vision'

to retreat from the plan, but to continue to build on what we've got. All of the most popular programs in French Canada are Canadian. Our strategy is to try to do the same thing in the English side, and I think we can. Maclean's: But are you not making a virtue out of a necessity with the reduction coming now in the midst of cutbacks?

**Beatty:** I wish it had been done before. If it had been done before, we may not have had these cuts. But they just make it all that much more urgent that it be done now. For over 10 years, the corporation has been talking about wanting to be Canadian at some point down the road when it was economically feasible to do so. That day never came. Support for the CBC began to evaporate when people lost that sense of what makes us unique. If we really want people to have the same attachment to television that they have to CBC, we have to demonstrate that they're offering something that's precious, that people can't afford to lose. In the

past, people have increasingly come to see us as CTV with a bill. Here, we're saying, "the same way that radio does—that we're offering something that makes us unique. It will perfectly stretch our longevity as we try to do it with television that we are dramatically less than they are today. But I'm convinced that we can do it if we have the courage to move ahead."

**Maclean's:** It also means the cancellation of shows, particularly in the regions?

**Beatty:** Yes. Maclean's: Wouldn't it have been easier to simply shut down some regional stations?

**Beatty:** Yes, that would have been the easy course. And I believe that would have been the wrong course for us, because it means no regional roots. And I believe that, even in these difficult times, the mandate given by Parliament requires us to be in the communities, be part of them and to give expression to them—but in a very different way. That means saying to people, "We're doing this, we don't have the resources to do everything in the regions that we were doing before."

**Maclean's:** On you to have any qualms about ensuring a long tradition of no commercials in CBC programming?

**Beatty:** Well, all of us would have liked to avoid it. But the alternative to that is to take, say, another \$15 million out of production resources. I would sooner see three minutes of commercials in *The National*. We already have commercials. We're a public broadcaster. Are we submitting the public broadcaster after 25 minutes past the hour? I don't believe so. Maclean's: A critic might say that all of these changes just make the CBC more of a niche programmer.

**Beatty:** We're deliberately reacting that strategy. We're not PBS Canada. We're owned by every single Canadian, and we have to have programming that is of interest to everybody at one time or another during the week. Through this whole thing, we kept asking ourselves, "Why have a public broadcaster?" Why does Canada need it? Well, the single most important function that we have is to help to ensure the survival of a distinct Canadian culture. I want my kids to tune in to the CBC and have their perceptions of the world shaped by Canadian values. If we remove our base so that we're simply appealing to the tastes of the population, we won't be able to discharge that cultural mandate.



## BROADCASTING

# Small-screen déjà vu

BY JOE CHIDLEY

If there is one rule of television in the 1990s, it is this: Nothing succeeds like someone else's success. Copy, copy, copy. Take a hit show and imitate it like any number of ripoffs. Take a hit movie and transfer it to TV. Take the stars of an old, successful movie and bring them back for one more kick at the tube. Remember Ted Danson and Rhea Perlman? Bill Cosby? Cana dia's own Michael J. Fox? Well, they're back. Ever see the sleeper movie *Into Darkness* or *Dangerous Minds*? Here they are, lifted to the small screen. And for those who cannot get enough weirdness of the *X-Files* variety, a half-dozen wannabes explore the paranormal and the just plain scary. 'Tis the season to be derivative, and the more than 40 new shows debuting this month and next promise to give any TV viewer a serious case of déjà vu.

The cloning madness reflects the rather desperate state of the U.S. networks, where the bulk of the programs on Canadian channels (with the notable exception of the CBC's still originals. They had a bad year in 1995-1996, losing overall market share to cable and other stations. That poor performance has caused a few shows to wither. With *Seinfeld*, Bushco's much-loved *Murder One* on life support in its second season, lawyer shows are absent from the new entrants. And last season's focus on youth—the horde of mainly dreary *Friends* clones—is on the decline. That is not necessarily good news, since most of the rosy TV shows are, by the best, that television has produced in years.

**Liable given men and other monsters:** No doubt about it, the paranormal is hot. Playing on the runaway success of Fox's *The X-Files* and the blockbuster release of the people-from-Mars movie *Independence Day* in the summer, networks are releasing an unprecedented array of alien, mad scientist, ghosts and goblins for the 1996-1997 season. The best of the ghoulish bunch is *Millennium* ( Fridays, Fox/CosWest Global), created by the wonderfully twisted mind

of Chris Carter, who invented *The X-Files*. Vietnam character actor Lance Henriksen (*Alien*, *Near Dark*) plays Frank Black, a former FBI agent blessed—or cursed—with the ability to see into the minds of psychopaths. After retiring to protect his family, Black is recruited by a shadowy organization called the Millennium Group to fight evil-doers. And boy, are they evil. *Millennium*



'Tis the season of ripoffs and comebacks

and needs as some of the most chilling, graphic footage ever shown on television. It is sick, disturbing—and very well done, a *Silence of the Lambs* for the small screen. Put in the Friday-night time slot of *The X-Files*, which is moving to Sundays, *Millennium* should be an psychological hit.

The counterpart, *Profiler* (Sundays, NBC/WIC) seems like *Millennium*-lite. The story revolves around Dr. Samantha Watson (Aly Walker), a beautiful forensic psychologist with an uncanny ability to reconstruct murders by surveying the crime scene.

Chicked staff, *Profiler* delivers few chills and takes even fewer chances. Better is NBC's Saturday lineup in *The Pretender* (Canadian subterranean, starring Michael T. Weiss as a genius who can pass himself off as anyone—a doctor, a lawyer, a bus driver, what-ever)—and who went tonight the clandestine government agency he used to work for. Weiss is a charismatic small-screen actor, and the show has an understated appeal. On the other hand, *Dark Skies* (Saturdays, NBC/WIC) is a completely over-the-top ripoff of *The X-Files*—though it does have a certain retro charm.

A Canadian entry in the paranormal sweepstakes is *PSY Factor* (Saturdays, Fox/CosWest Global). Drew Apteroff's look at "insidious" tales of the unexplained, a sort of *Cape Fear* meets *Graduation*, the show is allegedly based on the files of a U.S. government organization that investigates paranormal events—pretty hard to take seriously. So is *Phantasmic: The Legacy* (Saturdays, CTV), from the creators of the much-improved *CosWest Global* sci-fi weekly *The Outer Limits*. The show, which involves a centuries-old alliance of dogeaters, does not live up to its pedigree.

**Everything old is new again:** Four of the biggest stars of 1980s sitcoms are making their returns to television. The host of the bunch is *Married... With Children* (Tuesdays, ABC/CTV). Fox, the Canadian who gave *Responsible* prime-time plays in the 1980s sitcom *Married Tim*, stars as a deputy mayor of New York City this mayor is hilariously depicted by a vicious *Barry Bonds*-like. The show is snappy and funny, with a quick pace and a cynical flair.

Canadian Bill Cosby, whose acerbic show set the benchmark for family sitcoms in the 1980s, is back with yet another *Cosby* (nearly on days, CBS/Belco Broadcasting System). There are some cosmetic changes instead of a well-oiled sitcom, Cosby plays an aging version of 1980s-style down-on-his-luck trying to cope with unemployment. But *Phyllis* (Monday at the 11 o'clock slot) is back as Cosby's wife, and the comedy will revolve around Cosby's boisterous of humor. With writing credits to offer, it should be a marginal success, at best.

Marginal success, however, would be good news for either of the two shows featuring former cast members from *Cheers*. In



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## BROADCASTING

**Paul** (Wednesdays, CBS/Canadian independent). When Patricia (Gaila in *Gilda*) is weak as a dowry-tooth Impresario's widow who decides to get a college degree—and ends up having friends with an irascible humanities professor (Malcolm McDowell) in *Isk* (Thursdays, CBS/CITV).

**Queen skunkies** Ted (Dunsmuir) stars in a no-partner forced to work with his ex-wife (played by real-life spouse Mary McCormack). A good cast and concept—but the show has now gone back for a rebroadcast—which means it will have a late debut, probably in mid-October.

Two other newcomers—one a sitcom and the other anything but—inspire slum as from the defunct 1980s yuppie show. *Thirtysomething* is *Something So Right* (Tuesdays, NBC/CanWest Global). Mel Harris co-stars with wife Burt (Gardner) of *Dear John* as divorced single parents who give aured life one more chance. *Power, movement and tempo*, *Something So Right* hits the family-entertainment track—a *Brady Bunch* for the 1990s (but as good as *227* Streets) (Wednesdays, CBS/CanWest Global), a dark and moody via show featuring Nan Olin, another *Thirtysomething* star. Olin plays a bitter cop fighting to maintain his integrity in a frenetic, urban hell where nobody can be trusted. With some nice touches from Canadian writer-creator Paul Haggis (*Thirtysomething*, *Die Seals*), *227* Streets is mature and riveting.

**Not-so-lazy girls** Since her center for the delinquents after a string of bad movie decisions in the 1980s (reviewer *Salem*), costume child model Brooke Shields is back in the media spotlight thanks to her ongoing relationship with tuxedo star Andre Agassi. And hey, it that's not enough to give Shields her own sitcom, what is? So here comes *Selfishly Single* (Thursdays, NBC/Canadian independent), the season's most hyped sitcom. The show plots the statesque Shields as the role of a cooed glomex-empire columnist as her own after dropping her long-time fiancé. It has the choice-line slot on network TV—right between *Singlehood* ER on NBC Thursdays. But *Selfishly Single* is a deeply troubled venture that has gone through more revisions than Shields has

had couchbacks. No desperate rewrite could change the fact that Shields is a mediocre star, and a worse comedian.

**All-Canadian concern** The CBC's ratings at non-American prime-time season shows the wear of continuing budget cuts. The longest commitment to any one "new" show is 12 half-hours of *Rapier & Shuster in Black & White* (Saturdays), a struggle from the



Scenes from *Patriotism*, and *Wind at My Back* (left), *Depression—our ghosts*



archives retrospective of the Frank Sinatra *Johnny Wayne* comedy shows that aired on CBC from 1954 to 1966. The familiar public-affairs programs are back, with their major champion for R. H. Thomson capably replaces Michael Melior as host of *Man Alive* (Tuesdays)—and a new addition, *Left and Right* (Mondays). *Frank West* (Globe) should be needed at all costs. But one sitcom stands out both for the chances it takes—and for its utter failure. Full of sociological humor and cross plot lines, *Public Mosaic* (Wednesdays, CBS/Canadian independent), the brainchild of NYFD show creator Buckner, pushes the envelope of sociological ability more than any other show on network TV. It revolves around the exploits of a New York vice squad, a bunch of cops who take weird delight in using explosives and killing jokes about lesbians. *Thirtysomething*, *Power*? Not really. And *Public Mosaic*, for all its efforts at blue humor, only ends up leaving a bad taste. If this is the new, grown-up land of network television, then it's time to buy that satellite dish. □

Other awful run series, there are hour-long dramas. *Wind at My Back*, created by Kevin Sullivan (based in Montreal, a tale of family struggle during the Great Depression), *Not Yet Home*, a 13-part Canadian-South Africa co-production about an anti-apartheid activist who flees to Canada, and *Most Horrible*, about a Canadian snowbird who returns to the small Nova Scotia fishing village where his wife grew up. The one half-hour series to get a second season, *13-part*, behind-the-scenes satire about a Toronto news program. Created by and starring comedian Ken Potvin, who plays a fatuous news director, *The Neutrons* involves tech and science like the U.S. hit (adapted by the CBC this season) *Larry Sanders*. Occasionally funny, it is neither as daring nor as believable as its American counterpart—proving that being all-Canadian can carry a heavy price in entertainment value.

The remainder has a few other shows on network TV should provide some appeal. *Two Mondays* (CITV), a Canadian-produced, not-a-half-hour thriller about a young college professor (Michael Easton) who discovers that his long-lost sibling twin is trying to kill him, is needlessly complicated but fun. Also entertaining but less so, another Canadian produced show, about a special-effects wizard (Camden Daddo) who doubles as a crime fighter. And *Fraternity* (Fridays, ABC/Canadian independent), a technosavvy evening soap about star-crossed lovers, should appeal to *Party of Five* fans who can't resist over-the-top silliness.

On the rest of the pack, few are really worth notice, let alone watching. The air-based series *Clanion* (ABC/CanWest Global)—starring Torontoan Rachel Blumhardt as a vapid high schooler—and *Party of Five* (Mondays, Fox/CanWest Global) should be needed at all costs. But one sitcom stands out both for the chances it takes—and for its utter failure. Full of sociological humor and cross plot lines, *Public Mosaic* (Wednesdays, CBS/Canadian independent), the brainchild of NYFD show creator Buckner, pushes the envelope of sociological ability more than any other show on network TV. It revolves around the exploits of a New York vice squad, a bunch of cops who take weird delight in using explosives and killing jokes about lesbians. *Thirtysomething*, *Power*? Not really. And *Public Mosaic*, for all its efforts at blue humor, only ends up leaving a bad taste. If this is the new, grown-up land of network television, then it's time to buy that satellite dish. □

## Emergency tactics

THE FIRST WIVES CLUB

Directed by Hugh Wilson

At a time when great Hollywood roles for women over 40 are about as rare as using five days in Los Angeles, the idea of a female revenge-comedy starring Bette Midler, Goldie Hawn and Diane Kruger sounds too good to be true. It would be hard to find three more disparate comedians, and each gets to push her particular comic style to the limit. The result is a comic little layered with Midler's sulphuric wit, Hawn's wide-eyed clowning and Kruger's neurotic self-effacement. But their performances are enlivened by satire that is overdirected and overproduced, and tries too hard to be all things to all people—a revenge comedy, a screwball farce and a feminist tale of positive self-affirmation.

Based on the best-selling novel by American author Olivia Goldsmith, *The First Wives Club* revolves around three Manhattan women whose successful husbands dump them in favor of younger girlfriends. Brenda (Midler) watches her mate, a real-estate

broker migrate, fall into the arms of a ditzy social climber (Sarah Jessica Parker). Elise (Hawn), an actor married to a doctor, loses her place on his catering couch to a soap starlet (Glenn Close) and Elizabeth Berkley. And Anne (Kruger) narrowly avoids her husband, an advertising executive, to come

### Three spurned wives play dirty: Hugh Grant plays doctor

back to her while sharing his susceptibility as transsexual therapist (Warren G. Harris).

As the three wives conspire to get even, the comic comedy pushes them through scenes of giddy, giggling hysteria that seem wildly out of place in a film about female empowerment. Of the three stars, only the pitiful Kruger maintains her dignity; Brenda seems the most uncomfortable; Elise

plays her Annie Hall persona as do Elise's world: "The one who can't manage a single declarative sentence." Hawn, meanwhile, has the jolliest role. Comparing it to a men's movie, she subjected to cosmetic and plastic surgery, she gets to send up her own profession. And Hollywood gender politics is what *The First Wives Club* is really about. "There are only three ages for women in Hollywood—babe, diva, and attorney and David Lee Ray," Elise says. "Sean Connery, he's 300 years old but he's still a stud."

But despite the clever jokes, and even with cameo support from James Thrupp and Gloria Steinem, the film's three stars still seem trapped by Hollywood formula—chained by the heavy-handed direction of Hugh Wilson, who created the first of the *Police Academy* movies, and a screenplay script by Robert Harling, who wrote *Steel Dawn*. Now there's a new concept in Los Angeles: *Police Academy* meets *Steel Dawn*. Perhaps *The First Wives Club* should be more circumspect about its membership.

## EXTREME MEASURES

Directed by Michael Apted

Accepting Hugh Grant as an actor in a serious drama takes some getting used to, especially when his character displays not even a hint of sexual propensity. But accepting Hugh Grant as a doctor in a thriller



Hawn (left), Kruger, Midler: dumped by successful husbands in favor of younger girlfriends

that has him climbing into an elevator shaft and beating on FBI bug sensors is too much to ask. *Extreme Measures* was produced by Grant's girlfriend, the talent Eliza Dushku. Perhaps she was heroic qualities in him that elude the casual observer.

Under the direction of British filmmaker Michael Apted (Gawdies in the Mud), *Extreme Measures* starts out with some promise. His camera swoops from the Man-

hattan skyline into an alleyway, where two naked men, suffering from delirium, burst out of a door and flee into the night. One of them ends up in an emergency ward, where Guy Grant, the resident physician, watches him die from mysterious symptoms. The men turn out to be victims of a secret drug and experiment in which an unknown victim had named Myrick (Gene Hackman) used countless patients as unwitting guinea pigs.

As Guy unravels the conspiracy and outwits a star-watching hospital bureaucracy, he puts his career, and his life, at risk.

While the intricate hints, *Extreme Measures* is rationally compelling. The two-hour scenes unfold with the breathless urgency and clinical detail that ER has turned into home dramatic vocabulary. There are also a few well-placed shots of the U.S. medical system. When Guy uses hospital resources to investigate a patient's death, a supervisor tells him, "This is not the Royal Shakespeare, give-up-the-tub health-care system." And Grant's character struggles through a typical dilemma of medical ethics: Is an early scene, after he gives priority treatment to a cop—on approval by the more seriously wounded drug dealer who shot him—there are flashes of the guilty, apologetic slouching that has become integral to the Hugh Grant persona.

But after nurse taken conclusions to his comic cinema, and a hint of romance that goes nowhere, *Extreme Measures* lapses into an extremely conventional thriller, a movie as generic as its title. There is some irony in seeing Grant play a brilliant professional who throws his reputation to the wind with an act of subterfuge. A thriller that leaves room for such life lessons, however, is not doing its job.

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# Allan Fotheringham

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So the Reform party, riding out of the West with idealism all over its forehead, has some minor problems. The promise to remake all Ottawa politics—abolishing all those threats to democracy like corrupt show trials in the Parliamentary basement—didn't quite work. The pledge to elope in Question Period—none of that juvenile dumping of desks like British schoolboys—didn't change the future of the nation.

What was needed was something more drastic. Something that would shake the government to its boots and rattle every voter in the land to the Reform cause. Of course! Get Preston to get his hair

The PR man who, for a fee, proposed this obvious truth to the party was reading on a bench in Miami, enjoying his Singapore Sing. The reason why Reform could not march into Ontario, or understate Quebec, or get support in the Maritimes, is now answered, the hairless obliterated. Preston has a trendy haircut—that makes him look about 15 and rebellious.

PR cuts do anything. Forget the Reform promise to revoke the Secrecy. Never mind the promise about cutting taxes, reducing the size of government. A little girl will do you. Eighteen-year-old voters will now flock to Preston, tearing his clothes off as teeny boppers once tried to do with Pierce Fotheringham. The West will rise again—with blow-dryers.

PR can conquer the most inoperable taboos. The results are in deep shadow. What's the solution? Call a "turnout" at Balmoral, dysfunctional children, children, those who are adulterers, those who are divorced, those who are living in sin, those who are



strive to marry for fear of following in the fumbling footsteps of siblings, pretend that the fault lies elsewhere and the British class system is, well, basically OK, and just needs a little PR buff and polish.

Even better, let the PR operators leak the news first and so the tabloids have another week of laughs that couldn't have been scripted by John Cleese.

So Bill Clinton, after one lapping around his ankles, has some serious re-election trouble? Solution is easy: hire one Dick Morris, specializing in PR consulting. He will have himself out to anyone, Republican or Democrat, and has done so. He's a whore. Gets rich by being a whore.

Convince Clinton to emphasize "family values"—the secret that the Republicans have claimed as their own for decades. Solid values. Truth. Integrity. Go to church. Abstinence from the naughty things in life.

It is brilliant strategy. Clinton enters the middle of the political spectrum, leaving daddening Bob Dole so confused he forgets that the Bushklyn Dogmen moved to Los Angeles in 1982. Never mind that the political where Morris is caught in bed with a \$200-an-hour whore who bleeds all to the supermarket aisle and confesses that her bedroom let her listen in on the telephone calls to the Oval Office. The PR has worked. Never mind that Morris has made his more than \$200 an hour, having secretly signed a \$2.5-million book deal. And the response of the most powerful man in the world to this fact? He actually phones the Morris to congratulate with both his wife and the stated where's the PR. Because worked.

Now that a hardmaster has broken the bottleneck on the Reform's goal to be the official opposition, we may expect to see Preston's backwaters along the buggy joins loved by all high schoolers and upper in Quebec. Period wearing backpacks—filled with 1000s and 1000s of Mary Kay.

Now that PR has penetrated Balmoral's Palace, we will see that Charles has stopped talking to plants and will stop putting his hands in the pockets of his suit jacket, always giving the impression that he is looking for some lint to doze to clarify. The British press has already informed us that the PR agents have got to Canada, trying to convince her to smile more often, since she always looks as if she's just had her head cracked open. Perhaps the Queen of Canada will be regulated from her purse and acquire a Chanel bag. There are self-on PR books and drastic measures are required. There is nothing that PR cannot solve—save, possibly Bob Dole, his only solution being to undergo a sex change operation and run as his wife.

The failure of a PR make-over failed B.C. Liberal Leader Gordon Campbell, who got stuck with the most deadly label in modern life—a "son." It killed Lyn McLeod in Ontario and is killing John Major in Britain.

Money does not make the world go round, PR does. And how long can Preston put up with that goofy, wacky go?

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